

# **CIVIL SERVICE TRAINING 1966-67**

**Report by the  
Training and Education Division**

**London:  
Her Majesty's Stationery Office 1968**



# Table of Contents

Chapter	Paragraph	Chapter	Paragraph
<b>1 INTRODUCTION</b>	<b>1-4</b>	<b>External Training</b>	<b>111</b>
<b>2 STRUCTURE OF CIVIL SERVICE TRAINING</b>	<b>5-9</b>	Royal Institution sessions on Science	112-113
<b>3 RELATIONS WITH DEPARTMENTS</b>	<b>10-17</b>	Statistics, Accountancy and Contracts work	114-117
<b>4 MANAGEMENT TRAINING</b>		Legal	118-119
Introduction	18-20	Photoprinting	120-121
The 20-week course at the Treasury Centre for Administrative Studies (for Assistant Principals)	21-25	<b>6 INDUCTION, SUPERVISION AND OTHER TRAINING</b>	
Treasury Management Courses at Principal level		Induction Training	122-124
6-week course in Economics	26	Supervision Training	125-128
3-week course in Decisions, Techniques and Computers	27	Departmental courses	129-149
3-week course in Organisation and Staff Management	28-29	<b>7 THE PROBLEM OF TRAINING IN SMALL DEPARTMENTS</b>	<b>150-152</b>
4-week course in Social Administration	30	<b>8 SABBATICAL LEAVE</b>	
Treasury Senior Management Seminars (at Assistant Secretary level)	31-34	Fellowships	153-155
4-week Introduction to Management course (for Executive Officers)	35-39	University Bursaries	156-158
Departmental Management training	40-49	<b>9 FURTHER EDUCATION</b>	
Staff Colleges and Business Schools	50-53	External training policy	159-160
Other external management courses	54-56	Adult Further Education	161-162
<b>5 SPECIALISED AND VOCATIONAL COURSES</b>		Day Release for under eighteens	163-164
Departmental Training	57-78	Civil Service Council for Further Education	165-168
Treasury Courses	79	<b>10 INTERNATIONAL</b>	
Government and Administration	80-82	Western European Union activities	169-172
Organisation and Methods	83-87	Courses arranged for German Civil Servants	173-174
Automatic Data Processing	88-97	Visitors to the Treasury Training Organisation	175
Welfare Officers	88-100	<b>11 TRAINING METHODS</b>	
Language training	101-104	'On the job' training	176
Instructor training	105-107	Programmed Learning	177-179
Typing grades	108-110	Group Dynamics	180-181
		<b>12 CONCLUSION AND PLANS FOR 1967-68</b>	<b>182-191</b>

# Appendices

## Appendix

- 
- A Treasury Courses held Centrally**
- 
- B Treasury Courses arranged Centrally, but held Externally**
- 
- C Structure of 20-week course at Centre for Administrative Studies**
- 
- D Summary of Courses held at the Treasury Training Centre for Small Departments**
- 
- E Attendance at Business Schools**
- 
- F Centrally administered Fellowships and Bursaries**
- 
- G Western European Union Study Visits**
- 

# Statistical Tables

---

## Non-Industrial Civil Service in Great Britain (excluding the General Post Office)

### In-Service Training

- I In-Service Training: *Breakdown by Classes*
- II In-Service Training:
- (Part A) *New-Entrant Induction*
- (Part B) *Internal Courses other than New-Entrant Induction*
- (Part C) *Inter-Departmental Courses other than New-Entrant Induction*
- 

### External Training

- III (Part A) External Courses in official time leading to recognised qualifications
- (Part B) As above, showing breakdown by Classes and qualifications
- IV External Courses in official time not leading to recognised qualifications
- 

### Further Education

- V (Part A) Adult Civil Servants: mainly in own time
- (Part B) As above, showing breakdown by Classes
- VI Day Release for Civil Servants under eighteen
- 

### Training Staff

- VII Departmental Training Officers and Instructors
-

# Illustrations

(See inset between pages 18-19).

	Page	Reference to text Page
(1) Treasury Training and Education Division 1-8, St. Andrew's Place, Regent's Park, London, NW1	3	9
(2) Closed-circuit television being used by Occupational Guidance officers in the Ministry of Labour to learn the techniques of interviewing	13	69
(3) Demonstration of a Cosser digital information display system providing immediate visual access to data stored in a central computer from both local and remote locations (Senior Officers seminar on 'ADP—the next 10 years' at Peterhouse, Cambridge.)	8	32
(4) Teaching an Ordnance Survey trainee supervisor how to bring maps up-to-date from aerial photographs	12	62
(5) A Ministry of Transport vehicle examiner Instructor explaining a rear-axle braking system to a group of Testing Station operatives	13	73
(6) Professor King explaining a model of an atom to Assistant Principals at a session on Methods and Concepts of Modern Science at the Royal Institution	18	113
(7) Informal discussions during the course for German administrators at the Treasury Centre for Administrative Studies	27	174
(8) Programmed Learning in a local office of the Ministry of Social Security <small>(Reproduced by courtesy of the Editor of New Window staff journal of the Ministry of Social Security)</small>	28	177-178

*This report was prepared by the Director of  
Training and Education, Her Majesty's  
Treasury, for consideration by the National  
Whitley Council Joint Committee on Training*

# Civil Service Training

Report for the training year  
1st August, 1966, to 31st July, 1967

## 1 Introduction

1. This is the first annual report on training in the Civil Service to be published in this form. Previously a duplicated annual report on the work of the Training and Education Division (T and E Division) of the Treasury was circulated for consideration by the Joint Training Committee of the National Whitley Council. But the great interest shown in Civil Service training by those with similar responsibilities in other countries, and by other training organisations and by research students in this country, had resulted in far more copies of previous reports being distributed for information outside Government Departments than were needed for the Joint Training Committee or for circulation to Government Departments.

2. As a means of informing those outside the Civil Service of the main developments in training in the previous year, the reports of the T and E Division had the limitations inevitable in a paper prepared for a different purpose. While some training was described in more detail than those outside the Civil Service would find interesting, other important parts of training were not covered or mentioned only briefly. For example, the report did not describe the activities of the Treasury Centre for Administrative Studies, which was set up in 1963 to implement a new plan of training for Assistant Principals. Nor did the report cover the central training in Organisation and Methods, in Automatic Data Processing, and in certain management techniques such as network analysis, which is the responsibility of the Organisation and Methods Training and Information Division of the Treasury. Finally, the report of the T and E Division, while referring in general terms to the scale and content of training organised by other Government Departments, did not describe many developments in Departmental training which might interest those responsible for training outside the Civil Service.

3. It has therefore been decided to publish, for external use, this new form of general report on training in the Civil Service. It will cover all the training activities of the Treasury and refer to aspects of Departmental training which seem of particular interest. The reports will cover the previous 'academic' or training year which runs from 1st August in one year to 31st July in the following year. This first report is for the training year 1966 to 1967. It should be noted, however, that this report, and the related statistics, do not cover the training activities of the General Post Office.

4. Inevitably there is a tendency for reports of this kind to concentrate on courses at the expense of train-

## 2 Structure of Civil Service Training

ing 'on the job'. Courses can be identified, described and measured statistically. Training 'on the job', which has traditionally been the basis of civil service training, is never easy to describe or measure. But it should be emphasised that formal training through courses described in this report is intended to supplement and not to replace training 'on the job' which has lost none of its importance.

5. As this is the first report in this form, it may be helpful to describe briefly the present structure of training. This is based on the report of the Ashton Committee on the Training of Civil Servants (Cmd. 6325) in 1944. In 1944 a review of Civil Service training was made by a Joint Committee of the Civil Service National Whitley Council. The Ashton Committee recommended that 'the Treasury should exercise general control over training and should appoint a Director of Training and Education', and that 'there should be a planned training scheme within each Department . . . in large Departments there should be . . . a full-time departmental training officer and in smaller ones a part-time officer'. As a result this structure, which developed in the period after 1944, placed the primary responsibility for training civil servants on the government department in which they were employed. The Treasury exercised general supervisory functions over the whole field and sought, by encouragement and advice on training methods, to ensure that the level and quality of training over the whole Civil Service were satisfactory.

6. The Treasury accepted direct responsibility for organising training in two fields. First, where the number of staff needing training in particular subjects would be so few that it would be more economical and practicable to run the courses centrally for the whole Civil Service, *eg*, the Central Departmental Instructors' course run by the T and E Division, or the Organisation and Methods training organised by the Organisation and Methods Training and Information Division. Secondly, where the subject of the course suggested that there would be gain if staff from all Government Departments, and from different classes of the Service, came together for training, *eg*, management courses at Principal and Assistant Secretary level.

7. In addition, T and E Division had for some years run a three-week Structure of Government course for Assistant Principals in their early years of service. But the decision in 1963 to set up the Centre for Administrative Studies (CAS) to provide a twenty-week course for Assistant Principals in their third year of service and also a six-week course in economics for Principals represented a major extension of the Treasury's responsibilities for organising courses centrally.

8. Although the CAS was set up in 1963 as a separate organisation within the Management side of the Treasury, co-ordination of all training was increased in 1965 by the appointment of a Director of Training and Education responsible for both the Training and



Education Division and the Centre for Administrative Studies. He is supported at the Centre by an Assistant Secretary, who is the Director, and within the Division by an Assistant Secretary and a Senior Chief Executive Officer, both of whom function as Deputy Directors of Training and Education. The Assistant Secretary is responsible for general policy and Management training and the Senior Chief Executive Officer is concerned with the co-ordination of Departmental training and education. At the end of July 1967 the total staff of the Division was 40 and of the Centre, 9.

9. On 17th January 1966 the T and E Division moved to new accommodation at Nos. 1-8, St. Andrew's

Place, Regent's Park, London, NW1. The new location is very close to that of the C.A.S. which is at No. 6, Cambridge Gate, Regent's Park. St. Andrew's Place, a Nash Terrace in a quiet cul-de-sac, has been adapted to provide sufficient lecture rooms and syndicate rooms to enable four courses to be run concurrently. A further two courses can be accommodated in the lecture rooms and syndicate rooms at the C.A.S. The courses are non-residential at both establishments but each is equipped with a library, dining room and coffee lounge, and equipment includes cine, slide and overhead projectors.

### 3 Relations with departments

10. As has been stated in paragraph 5 above, Civil Service training has developed on the basis that it is the primary responsibility of each Government Department to identify its own training needs and to plan internal courses, or arrange external training, to meet these needs. The function of the Treasury is not to control and even less is it to standardise this departmental activity. The fact, therefore, that great differences are to be found in the length and content of courses and in training methods used in different Departments is welcome: only significant disparities in the quality of training would be a cause for concern to the Treasury.

11. The role of the Treasury in relation to departmental training is seen as being to provide a source of central advice and encouragement and to ensure that successful developments in training in any Department are brought quickly to the attention of other Departments which might wish to adopt them. To achieve this objective the Treasury needs information about the progress of training in Departments which, up to 1965, was seldom available in the detail needed or sufficiently quickly.

12. But in the autumn of 1965, as a result of a recommendation by the Joint Committee of the Civil Service National Whitley Council, already referred to, which reviewed Civil Service training, four Training Liaison Officers (T.L.O.s.) were appointed to serve in the T and E Division. Each is a Senior Executive Officer and has had considerable previous experience of departmental training in another Department before secondment to the Treasury for this work. Each T.L.O. is assigned to a group of Departments. As a result of the visits made in 1965-66 and subsequently by these Liaison Officers to departmental training centres and to institutions, much fuller information is now available quickly to the Treasury. And after consultation between those responsible for training in Departments and the Liaison Officers, several useful improvements in the organisation of training have already been introduced.

13. At the same time the Treasury has introduced a new form of annual statistical return on training from Departments which provides for the first time quantitative data on the main training and further education activities of the Civil Service. Data in this new form for 1966-67 has been consolidated in Statistical Tables

1-7 published with this report.

14. The availability to the Treasury of more up-to-date information about new developments of departmental training made it necessary to improve communications to bring this information quickly to the notice of Departmental Training Officers (D.T.O.s) and at the same time to circulate information to them about training developments outside the Civil Service. The Treasury has for some years issued a series of circulars on training matters to Departments and has also held twice yearly, half-day conferences of all D.T.O.s. But these are inevitably large meetings of more than 50 people and the need to conduct formal business limits the opportunities for a full exchange of views. Neither of these means of communication with Departments seemed fully to meet the need.

15. It was therefore decided to improve communications in two ways in 1965-66. The first was to develop the scope, and increase the frequency, to about three issues annually, of a T and E Division *News Letter* which had appeared occasionally in previous years.

16. It was also decided to hold for the first time, in June 1966, a seminar for Departmental Training Officers to provide a forum for a full discussion and exchange of ideas on certain developments in training. The seminar lasted 2½ days and covered the training aspects of dispersal schemes, programmed learning in the Civil Service, group dynamics and its relevance to Civil Service training, the use made by the Civil Service of external management courses and training for research and development.

17. A second seminar, on similar lines, was held in June 1967 and as before, discussions were introduced by speakers from Government Departments, from industry and by independent consultants. The subjects discussed on this occasion were:

Selection, training and employment of Training Instructors

Training Developments in Industry

Training of Professional Engineers

Use of Audio-Visual Training Aids

Training problems in the Public Sector arising from Decentralisation

and 37 D.T.O.s and others interested in training attended one or more of the sessions. The seminar is fully reported in the *News Letter* for November 1967.

# 4 Management Training

## Introduction

18. No part of Civil Service training has expanded more in the past five years than management training. During the early post-war years the development of Civil Service training, in the light of the Asheton Report of 1944, occurred mainly in fields other than management training although from the early days of the Administrative Staff College at Henley, founded in 1946, about 10 per cent of the places on courses were taken by civil servants. The first phase in the development of management training in the Civil Service started in the late fifties and received impetus from the publication of the Plowden Report on Control of Expenditure (Cmd. 1432) in 1961 which brought a growing awareness of the extent to which many civil servants in middle and senior level grades were involved in management. During this period, short Treasury courses in management were developed—a two week residential course at Assistant Secretary level and a one week non-residential course, which later was extended to two weeks, at Principal level.

19. The second phase which is still in progress dates from 1963 when the Treasury Centre for Administrative Studies was opened to run 20-week courses for Assistant Principals. This course, described in paragraphs 21-25 below, does not set out to cover the full range of subjects relevant to management. But it enables many important concepts and applications relevant to management from the discipline of economics, statistics and operational research to be studied in much more depth than had previously been possible. The increased depth of training provided at the CAS for young administrative civil servants, and for some of the entrants to the Diplomatic Service, resulted in a demand for fuller training for older civil servants in all classes involved in management. As a result the Treasury developed between 1965 and 1967 a group of four inter-related courses for civil servants in their thirties and early forties, which between them provide up to sixteen weeks' training. The four courses in this series are described in paragraphs 26-30 below. These courses replaced the 2-week course which was being run at Principal level and, with the same objective of enabling subjects to be studied in greater depth, the 2-week course in organisation and management at Assistant Secretary level was replaced in 1967 by the

series of short residential seminars each devoted to a single aspect of management or public administration which are described in paragraphs 31-34 below. And during this phase while the Civil Service continued to take up its "quota" of places on the courses at the Administrative Staff College, Henley, the opening of the new graduate business schools at London and Manchester provided new opportunities for civil servants to attend management courses lasting twelve weeks and, as is described in paragraph 51 below, a number of places on these courses have been obtained. 20. But the present development of management training is almost certainly only a step towards a further expansion in this field. During the past year the Report of the Working Party on Management Training in the Civil Service was published and submitted to the Committee on the Civil Service, under the Chairmanship of Lord Fulton, which is considering the report as part of the evidence before it. The Working Party on Management Training which was appointed in November of 1965 had the following membership:

---

Mr S. P. Osmond, C.B. (Chairman)

---

*HM Treasury*

---

Mr M. E. Allen, C.M.G., C.V.O.

---

*Diplomatic Service Administration Office*

---

Professor J. Blondel

---

*Professor of Government, University of Essex*

---

Professor D. C. Hague

---

*Professor of Applied Economics, University of Manchester*

---

Mr B. Haynes

---

*Ministry of Defence (Air)*

---

Mr R. A. Hayward C.B.

---

*Secretary General, Civil Service National Whitley Council (Staff Side)*

---

Mr C. D. E. Keeling

---

*Director of Training and Education, HM Treasury*

---

Mr R. B. M. King, M.C.

---

*First Division Association*

---

Mr W. McCall

---

*General Secretary, Institution of Professional Civil Servants*

---

Mr J. Parsons

---

*Director of Personnel, Guest Keen and Nettlefolds Ltd.*

---

Mr Peter Skarphedinn, M.C., who was one of the original members of the Working Party, resigned during the course of his work on posting overseas and his place was taken by Mr M. E. Allen.

In November, 1966 Mr Hayward was appointed Chairman of the Supplementary Benefits Commission and Mr J. L. Williams replaced him as Secretary General, National Whitley Council (Staff Side).

---

Professor E. A. G. Robinson, CNO, CBE,  
*Emeritus Professor of Economics, University of  
 Cambridge*

---

Mr. C. H. Sisson  
*Ministry of Labour*

---

Mr. J. L. Williams  
*Secretary General, Society of Civil Servants*

---

Mr D. G. Jennings (Secretary)  
*HM Treasury*

---

The Working Party's recommendations can be summarised as follows:

- (1) That up to the age of about thirty, training for management should be based on two pairs of courses—a 4-week and an 8-week course for a substantial number of staff and two 20-week courses for a smaller number of selected staff.
- (2) That all graduate entrants and the eighteen year old intake to the General Management Class should take a 4-week 'Introduction to Management' course at about the age of twenty-five. On the strength of departmental reports and performance on this course, the most outstanding would be selected to take the two 20-week courses. The first would have much the same content as the present 20-week course at the Centre for Administrative Studies and would be taken at about the age of twenty-five. The second course would cover further subjects and would be taken at about the age of twenty-eight.
- (3) That graduates and eighteen year old entrants expected by the age of thirty to reach eventually Chief Executive Officer or higher, but who had not been selected for the 20-week course at the age of twenty-five, would take an 8-week 'Middle Management' course. On the basis of departmental reports and performance on the course, the most outstanding would be selected to take the second of the 20-week courses.
- (4) That professional and scientific civil servants would be eligible, if their training needs and potential future advancement justified it, to attend either or both the 20-week courses. For some wishing to move into general management at the age of thirty, attendance at the 8-week course might be followed by the second of the 20-week courses.

- (5) That the extent to which the proposals will be relevant to more departmentally specialised types of civil servants, e.g. Inspectors of Taxes, will need examination by the Treasury and employing departments in due course.
- (6) That for staff in mid-career and later, management training would be flexible, related to the needs of the Department and the development of the individual and should as far as possible provide opportunities for the civil servant to study in the company of businessmen and staff from other occupations. Some would attend courses at the new Business Schools, or at the Administrative Staff College, and others might take courses of similar length at other institutions. Periods of release to become familiar with the background to new posts—substantial and study leave—would also be important. Seminars, some organised by the Civil Service and others by outside organisations, would keep older civil servants informed of developments in management.
- (7) That any development of management training in the Civil Service should be based on a far more extensive research programme than at present.
- (8) That the training recommended in (1) to (6) above would be planned and directed by a single Civil Service organisation. Courses would be run in a Civil Service Management Training establishment in two parts—a non-residential London centre developed out of the present Centre for Administrative Studies, and a residential centre out of, but with good communications to, London.
- (9) That a possible division of work between the residential and non-residential centres would be on a functional basis with the London centre specialising in the particular fields in which the Centre for Administrative Studies has acquired experience—economics, economic statistics, decision theory and industry—while the residential centre specialised in the study of Government, social administration and statistics, organisation and staff management.
- (10) That staff already in mid-career when the new plan was introduced would receive a modified plan of management training.
- (11) That the success of the new plan will depend on effective career development, job rotation and appraisal procedures being applied to more staff than at present.

### **The 20-week course at the Treasury Centre for Administrative Studies (for Assistant Principals)**

21. The Centre is concerned with specialised training for members of the Administrative Class—in particular Assistant Principals (APs). In the training year 1966-67 the main training programme at the Centre consisted of three 20-week courses in economics, statistics, techniques and industry for APs, and a 6-week course in economics for Principals.

22. When an AP joins the Service he is allocated to a Department and given a variety of duties under the supervision of one or more Principals. He will usually serve in a number of Divisions in his Department and thus learn a good deal about the operation of the Government machine. It is during this period—normally after the first six months of service—that he attends the 3-week Treasury course on the Structure of Government referred to briefly in paragraphs 7 and 81. After he has completed his period of probationary service, usually during his third year as an AP, he attends the Centre for the 20-week course.

23. Economics forms the largest single element in the 20-week course. The theoretical concepts of various branches of economics are studied first. Consideration is then given to some more detailed aspects of economics of particular interest to Government. This is followed by studies of various economic problems related to the work of Government, and the study of these problems enables the course members to develop and extend their grasp of economic principles. (A chart showing the structure of the 20-week course in schematic form is at Appendix C.) In this way a course might look at the economic aspect of housing, social security, the nationalised industries, economic development, and so on. On each 20-week course it has been the practice for one of the economic studies to include a week's overseas visit by small groups of five or six members. The general practice is for the visits to relate to topics which have already been studied by the course in their UK context. Examples of such topics are economic management, regional planning or the economics of agriculture.

24. The teaching of economics, which is the main theme of the course, is linked with the examination of the functioning of industry and with the teaching of various quantitative management techniques. The industry section of the course complements the study of economics by analysing at first hand the activities of industrial and commercial organisations. This is

achieved by combining visits to business firms with talks and discussions at the Centre. The statistics section of the course aims to produce educated consumers of statistics. The main statistical methods are taught and illustrated by examples of statistical work in Government. Other quantitative techniques taught can be summarised under the general heading of aids to decision-making. Course members are introduced to cost-benefit analysis, discounted cash flow, various operational research techniques and game theory, and also to computers.

25. In addition to training APs, the Centre helps to train young members of the administrative grade of the Diplomatic Service. Some of these go on the 3-week Structure of Government course during their first few months of service, and as many as possible go on the 20-week economics course, usually when they return from their first posting abroad.

### **Treasury Management Courses at Principal Level**

#### **6-week Course in Economics**

26. The objective of this course is the study of some of the main concepts of economics relevant to the work of Government Departments and the application of these concepts to actual economic problems. In this objective and in the ground covered and the methods used, the course follows closely the sections of the 20-week course for APs devoted to the study of economics. One course annually is being organised at present with an attendance of between 20 to 24 civil servants mainly Principals. To help Departments to release staff for the course, it has been divided into two 3-week sections of which one is held in April and the other in September. This course is organised by and held at the Centre for Administrative Studies.

#### **3-week Course in Decision, Techniques and Computers**

27. The objectives of this course are given in the course programme as:

'The primary objectives are to develop an understanding of the contribution to decision making in the public service of techniques based on mathematics, statistics and economics, together with an appreciation of the role of the present and of the next generation of computers in this field of management.'

There is no intention of trying to train members of the course to be specialists in particular techniques.

The course will concentrate on the general approach to problems and will, it is hoped, improve communication between civil servants responsible for management and specialists in management services. Divisions of Departments or in independent management consultancy firms'.

This course was started in the training year 1966-67 during which period two of these courses were run. The course, which is organised by the Training and Education Division of the Treasury, is unusual in the extent to which it is problem-orientated. Indeed the first course in the series was planned on the basis that no lectures would be provided, but that after a few preliminary days spent on the study of operational research techniques by reading, group discussions and tutorial methods, the whole of the rest of the course would be spent on the study of current problems, for which the data was obtained from Government Departments, by groups of six members. Each group would include administrative, executive, scientific and professional civil servants. Two of the three weeks of the course are residential. This is regarded as particularly important during the periods of study of problems. In the light of experience, the teaching element was increased slightly on the second course and a few lectures were introduced but the study of problems again occupied the greater part of the time.

### 3-week Course in Organisation and Staff Management

25. The objective of this course, which is run by the Training and Education Division of the Treasury, is as follows:

'The aim of the course is to encourage the study of organization and of staff development as an important factor in effective management within a Government Department. It also provides opportunities to meet, and discuss the views of, some leading academic and management consultancy specialists in these subjects'.

29. The course was run three times between February and July 1967, all but one week of one of the courses being non-residential. After some initial experimentation, the course developed a broad pattern in which three themes were given approximately equal time: (1) the analysis, measurement and planning of work; (2) staff management; and (3) organization theory and practice. The course includes a number of studies designed to bring out the inter-relation between these themes, and lectures in which leading academics and

consultants specialising in these fields of study present their views, as well as exercises involving participation by the members of the course. Three further courses were planned for the training year 1967-68.

### 4-week Course in Social Administration

30. At the end of the training year 1966-67, the planning of this course had started with the aim of introducing the course into the series in January 1968.

### Treasury Senior Management Seminars (at Assistant Secretary Level)

31. In 1967 a major change was made in management training at Assistant Secretary level. Previously, training had consisted of three residential courses a year, each lasting two weeks, which ranged over the whole field of Organisation and Management. But, as longer and more rigorous courses were developed for younger staff, it became increasingly difficult to cover so much ground in such a limited time. It was therefore decided to abandon these courses and replace them by a whole series of more specialised, detailed and intensive seminars, each devoted to a single aspect of management or of public administration. Attendance at each seminar would be limited to about a dozen civil servants with a strong interest in the subject or a contribution to offer based on their experience.

32. The programme of seminars in 1967 was as follows:

### Automatic Data Processing: the next 10 years

- I at Peterhouse, Cambridge
- II at St. Antony's, Oxford
- III at St. Antony's, Oxford

### Management Techniques

- at St. Antony's, Oxford

### Techniques of Economic Appraisal

- I at the University of York
- II at the University of York

### Capital Investment Evaluation

- at St. Antony's, Oxford

### Developments in Business Management

- at the University of Manchester

### Purchasing Policy

- at St. Antony's, Oxford

**Development of Mathematical Models in Government Departments**  
at Peterhouse, Cambridge

**Staff Management in Government Departments**  
at Peterhouse, Cambridge

**The Civil Service in France**  
at the University of Essex

33. Speakers at the seminars were drawn from universities, business firms and the field of management consultancy as well as from the Civil Service.

34. The initial response to the seminars has been encouraging and a slightly larger programme including some new subjects will be presented in 1968.

#### **4-week Introduction to Management course for Executive Officers**

35. One of the recommendations of the Working Party on Management Training in the Civil Service, referred to in paragraph 20, was for a 4-week 'Introduction to Management' course for all graduate entrants and the eighteen year old intake to the General Management Class.

36. Without assuming that it will be decided eventually to introduce such a course on an extensive scale, the Treasury T and E Division considered that it would be worth while carrying out an experiment in running a small number of such courses in order to gain experience and, in so doing, to provide some useful training for a limited number of selected Executive Officers in their middle twenties.

37. Two courses were held in the training year under review, the first in October 1966 and the second in February 1967. The course is designed to explain some of the processes of Central Government, to provide training and practice in some typical Civil Service skills and to give an introduction to some modern management techniques. One week of each course was residential and during this period the members were given practical exercises in staff reporting, the handling of statistical data, preparation of logical trees, precis writing and committee work.

38. The 24 Executive Officers who attended each course were all carefully selected from within an age range of 24-26 as having already shown some potential for promotion. Their performance on the course was evaluated by the tutorial staff and a brief report on any special aptitudes noted was later made available to their Departments.

39. The response to these first two experimental courses has been encouraging, and a further two courses, on similar lines, are planned for 1967-68.

#### **Departmental Management Training**

40. In addition to the management courses run by the Treasury, a wide range of management training is undertaken by Departments. Departmental courses which are usually of one, or at the most, two weeks duration are, in the main, concerned to apply general management principles or techniques to specific departmental needs. Within most Departments management training is organised by a central training branch but in very large Departments courses may be arranged within Divisions or Regions. Departments also make good use of external courses. Some examples of the many departmental courses are outlined in the following paragraphs:

41. Both the Ministry of Technology and the Ministry of Defence (Army Department) conduct residential management conferences of one week's duration for mixed groups of engineers, scientists, administrative and executive staff, at Principal level. The conferences started in the days of the old Ministry of Supply and have continued in an unbroken sequence, content and methods of presentation being varied to suit changing needs. The recent merger of the Ministries of Aviation and Technology has considerably increased the demand for places and provision has been made to meet this.

42. The Ministry of Transport, the Ministry of Agriculture, Fisheries and Food and the Board of Inland Revenue all run residential courses of up to one week's duration for mixed groups of professional, scientific, administrative and departmental classes at middle-management level.

43. Ministry of Social Security. Following the merger between the Ministry of Pensions and National Insurance and the National Assistance Board it is the intention eventually to introduce a common pattern of courses in management function in both the National Insurance and Supplementary Benefits sides of the Ministry. During the period under review training of newly-appointed managers of National Insurance offices concentrated on the teaching of management skills by means of residential courses lasting ten days, covering about 100 staff a year. Managers of Supplementary Benefits offices attended courses lasting nine days, held at London headquarters, where the emphasis was on management objectives as related to the work of the local office. In future, managers of both sides will

attend the residential course in management skills.

44. In the Ministry of Labour local office Managers of Higher Executive Officer grade and above are given a 2-week residential course covering management principles and practice. Managers of Executive Officer grade attend 5-day residential courses held in the various Regions of the Ministry.

45. The Ministry of Defence (Navy Department), Director of Dockyards and Maintenance conducts a management training scheme mainly for engineers and technical officers which is directed towards the efficient management of the Dockyards. General principles of management and their application to dockyard problems are covered in a series of residential courses normally of two weeks' duration. The School of Management in Portsmouth Dockyard provides, as a complement to the more general residential courses, training in management techniques for technical and professional officers in the Dockyard Service on courses varying from two to ten weeks in length. There are also Management Training Centres in all home Dockyards mainly for the more junior technical officers.

46. The Royal Ordnance Factories Staff Training Centre and the Inspectorate of Armament in the Ministry of Defence (Army Department) both run management courses for senior technical and professional officers, ranging from three days to one week, in the techniques of managing Ordnance Factories and the control of inspection schemes.

47. The Ministry of Technology and the Ministry of Public Building and Works (MPBW) conduct Project Management Training courses mainly for professional and technical staff. The Ministry of Technology mounts a 2-week residential course, with assistance from management consultants, on the management and control of technical projects, for example the development of a weapons system. MPBW run 3-day residential exercises in the planning of building and construction projects. This is an exercise in Design Collaboration and is conducted by mixed teams of Architects, Civil Engineers and Mechanical and Electrical Engineers drawn from a number of Departments in addition to MPBW.

48. At the invitation of the Home Office, Ashridge Management College held a special 1-week residential course exclusively for Home Office staff towards the end of 1966. The aim of the course was to examine some of the new techniques and attitudes of management as taught at the College and to consider their application to the special circumstances of the work in

the Home Office. The course was attended by Principals, Chief Executive Officers, an Assistant Director of Prisons, a Superintending Inspector in the Children's Inspectorate and a Senior Inspector in the Probation and After-Care Inspectorate.

49. An inter-Departmental management course for Higher Executive Officers in small Departments was started in the autumn of 1965 and has now become a regular feature of the activities of the Treasury Training Centre for Small Departments (see paragraph 152). It is a 5-day course and is aimed primarily at the problems of man-management. Management training at a higher level for staff in small Departments is provided either by Treasury-sponsored courses or by the allocation of places on courses run by larger Departments. Some of the small Departments are anxious to organise their own training in middle-management and it is expected that plans to this end will be put into operation in 1968.

#### **Staff Colleges and Business Schools**

50. In July 1967 an Under Secretary at the Board of Trade and an Assistant Secretary in the Ministry of Technology attended the three weeks' Senior Executive Course at the Manchester Business School, and in June 1967 an Under Secretary at the Ministry of Technology attended the six weeks' Senior Course at the London Business School.

51. At Principal level eleven civil servants attended the 12-week courses at the London and Manchester Business Schools. Two attended the Executive Development Programme Course No. 2 at London (September to December 1966) and two Course No. 3 (January to March 1967). Two attended Management Course No. 3 at Manchester (September to December 1966), one Course No. 4 (January to March 1967) and four Course No. 5 (April to June 1967).

52. As in previous years, a number of civil servants at Principal level also attended the 10-week courses at the Administrative Staff College, Henley. Twenty-one officers, drawn from a wide range of Departments, went to the four sessions held by the College between September 1966 and July 1967. (Further details are given in Appendix E.)

53. The Treasury co-ordinates arrangements for the attendance of civil servants at the Imperial Defence College, the NATO Defence College and the Joint Services Staff College.



### Other External Management courses

54. The value of an exchange of experience with those working in industry and commerce has always been recognised, and during the year external management courses continued to be attended by civil servants either under their Department's sign or under that of the Treasury. They included seminars and courses run by the British Institute of Management. In particular, fourteen civil servants of middle management grade attended the B.I.M. residential course at Oxford in September 1966, four attended the course in April 1967 and twelve the course in July 1967.

55. Five civil servants of junior management level attended a year's full-time course at the Regent Street Polytechnic for the Diploma in Management Studies. The Diploma is intended for students of at least 23 years of age with some experience in industry or commerce, who are expected to have a university degree or

equivalent professional qualification. Exceptionally students without such qualifications may be admitted if they are aged 27 or over and have had four years' experience in a post of administrative responsibility. The course provides a background of knowledge and also covers management principles and practices, higher business control and industrial relations, and personnel management. All five civil servants obtained the Diploma.

56. In February and May 1967 three civil servants attended short seminars held by the Industrial Society on successful management in industry. In July 1967 a Principal from the Ministry of Power attended a summer school in economics run by the University of Oxford. Representatives of the T and E Division attended 1-day seminars held by the Institute of Personnel Management and by the British Association for Commercial and Industrial Education.

# 5 Specialised and Vocational Courses

## Departmental Training

57. The greatest volume of training undertaken in the Civil Service is that mounted by Departments to meet their own specialised and vocational needs.

58. Much specialised and vocational training is necessarily undertaken 'on the job'. In Departments which employ many people on work of the same nature (eg Ministry of Social Security, Ministry of Labour, Customs and Excise, Inland Revenue, Land Registry and others) it is possible to provide for those people formal vocational training courses in which procedural instruction is blended with practical work to help achieve those specialised skills which the job demands. Departments in which few people are employed on the same type of work (eg Supreme Court of Judicature, General Register Office, Home Office), and those which, additionally, are concerned with research, development and production in engineering and construction fields (eg Defence, Technology, Power and others), must largely depend on 'on the job' training, supplemented by formal classes for those in some of the larger sections where there is an identifiable skill common to more than one aspect of the work.

59. Some indication of the breadth and scope of specialised training needed in the Civil Service today can be gained from the following, by no means exhaustive, list:

- Accounting and Audit work
- Air traffic control
- Automatic data processing
- Boiler maintenance
- Cartography
- Committee procedures
- Contracts and purchasing
- Cost benefit analysis
- Discounted cash flow
- Electrical switchgear
- Electronics
- Establishment work
- Financial control
- Fire Service training
- Information services
- Interviewing techniques
- Inspection procedures
- Metallurgy
- Meteorology
- Metrology
- Network analysis (critical path)
- Operational research

- Organisation and Methods
- Packaging
- Police training (Civil Aviation)
- Production services
- Project team work
- Safety procedures
- Staff training
- Statistics
- Storekeeping
- Survey
- Technical costing
- Telecommunications
- Testing and control techniques
- Value analysis
- Welfare

60. Clearly no one Department will need to provide training in all these subjects but there are other needs for specialised training related to the work of a Department (for example, adjudication on claims to cash benefits in the Ministry of Social Security) which fall outside the headings listed.

61. A few random examples must suffice to illustrate the wide range of specialised and vocational training courses provided by Departments during the past year:

## Cartography, Draughtsmanship and Survey

62. The Ordnance Survey, the Department of Overseas Survey (1954) and the Ministry of Defence (Army Department) R.E. Production Service provide courses of five months duration upwards for new entrants to the cartographic draughtsmanship and surveyor class. The Ordnance Survey, which is the largest employer of the class, trained well over 300 new entrants during this year.

## Equipment, Inspection Techniques, Metallurgy, Metrology, Testing, Packaging, Safety, etc.

63. A wide range of courses, mainly for professional and technical officers, was provided by the Inspection Directorates in the Ministries of Defence and Technology. The duration of these courses varied between 3 and 15 days according to the levels trained and the complexity of the subjects which included, for example, Explosives filling and inspection; Regional inspection planning in the Inspectorate of Armaments, and Maintenance of Optical Projectors. The Ministry of Technology organised special inter-departmental courses on Packaging standards and design.

#### Work Study, Work Measurement, Method Study, Value Analysis

64. The School of Management at Portsmouth Dockyard and the Supply and Transport Service (both Navy Department) arranged training on these subjects on courses for technical and professional officers. The courses are for 'practitioner' trainees and last from three to twelve weeks.

#### Civil Aviation (Air Traffic Control)

65. Virtually all the country's requirements in this highly specialised professional training are met by the Air Traffic Control School (now part of the Board of Trade). Similarly, Telecommunications, Fire Service and Police in the Civil Aviation Division of the Board of Trade all have their own Training Establishments which provide courses of several months duration for the initial training of new entrants.

#### Meteorology

66. The Meteorological Office Training Schools provide a range of courses for scientific staff, varying in length from one to eighteen weeks—and among their former trainees are the well known 'weather men' of B.B.C. Television.

#### Driving Examiners

67. Driving Examiners in the Ministry of Transport, who test learner-drivers, receive four weeks' training. Two weeks are devoted to testing their own driving proficiency and two weeks to practice in examining learner-drivers. There are tests at each stage and Examiners must pass both before they can be authorised to take up their duties.

#### Mechanical, Electrical and Civil Engineering

68. The Ministry of Public Building and Works at its Engineering Training School at Cardington provides training for professional and technical staff in Concrete design and control, Boiler House installation, Heavy electrical switchgear, etc., on a series of courses lasting from 5 to 10 days.

#### Occupational Guidance

69. An interesting feature of the training of staff who will provide this new service at a number of Ministry of Labour centres throughout the country is the use of closed-circuit television. Under the guidance of a psychologist, 'live' interviews are conducted in turn by

each member of the course. These interviews are viewed in a separate room by the other members of the course who are thus able to appraise objectively without the inhibiting effect which their physical presence in the interview room would have.

#### Accountancy, Commercial Law, etc

70. Inspectors of Taxes in the Board of Inland Revenue are given training spread over a period of two and a half years. There is a preliminary and a final Technical course, followed by an Advanced Technical course and a Management course. Only sixty days are spent in the training centre during the whole of this training. The trainee Inspector is allocated to a working office and time is allowed for study and the working out of practical exercises set by the Training Branch. The studies and exercises are monitored by periodic half-day or one-day tutorials at the training centre.

71. Examiners in the Insolvency Service of the Board of Trade also receive practical training on the job, supplemented by the study of accountancy, commercial law and allied subjects at evening classes. The complete training is spread over five years with examinations at the end of the second and fifth years, and this is followed by a period of 'on the job' training under the guidance of a tutor who works through a Progress Guide which is, in effect, both a syllabus and a record of progress.

#### Land Registration

72. New entrants to the Land Registry are taught the details of their work, ranging from the handling of legal documents concerning land registration to the preparation of planning schemes, in the training section of the local office to which they have been assigned. This training is particularly important in view of the Department's plans for expansion in order to cope with the extension of land registration throughout England and Wales.

#### Training of Instructors

73. The introduction of a scheme for testing heavy goods vehicles has required the Ministry of Transport to train Industrial Inspectors to man the testing stations. As a preliminary step, Training Branch has held three courses to teach instructional methods to those staff who will be responsible for organising the training of Industrial Inspectors.

74. The Land Registry arranged a series of courses for Staff Instructors, each lasting five days. Each member undertakes three individual practice sessions and in

addition takes part in a syndicate exercise. Forty-two instructors were trained during the year and a marked improvement in the presentation of technical material was achieved. The courses will be repeated as necessary.

75. The Ministry of Defence (Army Department) runs regular three-day courses for Branch Training Officers who conduct training schemes at out-stations.

#### Contracts work

76. The Ministry of Technology operates a training scheme for Contracts Officers. It includes basic induction for all new entrants, and more advanced training for those with experience. Courses, normally of one week's duration, are provided and there is also a desk training scheme.

77. The Ministry of Defence also gives training on Contracts work, by a series of short (3-4 day) courses and, in the case of the Navy Department, seminars for more senior officers. The training needs of Contracts Officers in the Defence Departments are considered jointly by a Co-ordinating Committee.

#### Storekeeping and Stores Accounting

78. Several Departments provide specialised training in this field. They include the Ministry of Defence, Navy Department (Supply and Transport Service), Army Department (RASC Base Organisation), Air Force Department (Maintenance Command) and the Ministry of Technology. Courses, usually at clerical/executive levels, are on average of one week's duration, and there are also 'on the job' training schemes.

#### Treasury Courses

79. For the reasons stated in paragraph 6 it is not always possible, or even desirable, for Departments themselves to undertake all the specialised and vocational training they may need, and the Treasury accordingly continued its policy of organising a number of central courses during the year.

#### Government and Administration

80. During the year T and H Division continued training direct-entrant Principals, and took over from the Centre for Administrative Studies the initial training of Assistant Principals in their first year of service, the two courses having a number of factors in common.

81. The Introduction to Government Administration

course of 3 weeks (for Principals) places the main emphasis on practical skills for immediate application but—like the Structure of Government course of 3 weeks (for Assistant Principals) it includes an elaborate exercise in the preparation of legislation, and background briefing on certain broad areas of policy-making. By streamlining the legislation exercise, time has been made available on the courses for some sessions on modern management techniques and for others dealing with areas of current policy interest, such as the work of the Prices and Incomes Board.

82. These were comparatively small changes, but a more extensive change was also made in the Structure of Government course, again to reflect current activity and interest. Local government has been subjected to the scrutiny of a number of committees and commissions recently, and the Royal Commission on Local Government is still sitting. The Structure of Government course was accordingly modified to devote one-third of the course time to the examination of local and regional Government, both by visits to a region and by written work and discussion.

#### Organisation and Methods

83. Treasury Organisation and Methods Training Division [O&M/T] provides training in both O and M and Automatic Data Processing (A&P) for Treasury and departmental staff.

84. Training in O and M is given in three stages. Newcomers to O and M units, for the most part Senior Executive and Higher Executive Officers, start by attending a 2-week course at the Treasury; this course provides a general introduction to O and M and concentrates on the basic techniques of methods study, such as forms design, work simplification and the uses of the simpler office machines. The students then return to their departments for about five months to carry out selected assignments under the guidance of experienced O and M staff. After this the group of students re-assembles at the Treasury for another course. This lasts four weeks and covers the more advanced O and M techniques, principles and problems of organisation and the uses of the more advanced office machines. An important part of O and M work is the establishment of a co-operative relationship between O and M staff and management, and various aspects of this are the subject of discussions during the second course.

85. Text-books and other documents are read by the students in advance of each of the courses so as to minimise the need for formal instruction by lecturing

methods. Approximately half of the total time in each course is spent on practical work, which provides experience in the application of the various techniques and an understanding of the O and M approach to problems of procedure and organisation. The exercises, which are based on assignments carried out by O and M officers in various departments, are worked out by the students in syndicates, each syndicate then presenting its solution to the full course. By this means the O and M approach of finding alternative solutions before deciding on the best one is illustrated and students are given practice in demonstrating their recommendations. Towards the end of the second course the students, divided into teams of two, visit a Department to carry out an actual O and M assignment.

86. An O and M Senior Practitioners' course was held in November 1966. This course, given once a year, is for people who are in charge of O and M branches or sections. As well as giving instruction in the basic O and M techniques the course provides an outline of the scope and uses in the administrative field of related disciplines such as operational research, ergonomics and work study. An important part of the course deals with the work of the team leader himself; firstly, his part in ensuring that the role of O and M is understood throughout his Department and the fullest use made of its resources; secondly, his own share in important assignments and the way he makes the best use of his team.

87. For practising O and M staff there are short courses and seminars lasting one to three days. The short courses give additional instruction on particular techniques, for example work measurement and statistical sampling, to people with a particular need to use these techniques. The seminars are an opportunity for O and M staff to discuss common problems and to share their experience. The short courses and seminars, covering a dozen subjects, are held as often as required—anything from once a year to eight times a year.

#### Automatic Data Processing

88. The main form of training in ADP is the course of Systems Analysts. This course, which lasts three weeks, is for people without much previous experience of ADP, who are going to take part in a systems study leading to the introduction of a computer. The course provides a basic knowledge of how a systems study is carried out; the functions of the various types of ADP equipment; development of procedures and charts for the flow of information;

forms design in relation to machine processing, and computer programming. Practical work is included in all stages of the course.

89. Departmental ADP projects are usually very large and complex, involving a systematic examination and modification of existing procedures in readiness for the introduction of a computer; a team of systems analysts is normally required. The purpose of the Systems Analysts course is to give newcomers to ADP a sufficient basic understanding of the subject to enable them to assist the experienced members of the team and to extend their knowledge whilst taking part in a systems study.

90. In the past few months *osm(r)* have consulted departments concerning the changes which are needed in the form of ADP training so that it will meet present day requirements. A new pattern of training has been agreed and will be put into effect in the months ahead.

91. The changes are:

- (1) From September 1967 the Systems Analysts course will be lengthened from three to four weeks. Practical work at various parts of the course will be increased and computer programmes written by the course members will be given live testing at the Central Computer Bureau.
- (2) A new General ADP course lasting two weeks will be introduced in September for people other than systems analysts who have a direct interest in ADP, for example computer installation managers and senior programmers. In the past these people have attended the Systems Analysts course, though the syllabus did not really suit them.
- (3) The 3-day ADP Appreciation courses, attended by some 120 people on each course, was replaced from April 1967 onwards by 2-day courses for groups of not more than 30. The smaller attendance will allow the work to be more concentrated and there will be less loss of time, so the ground covered in two days will be similar to that formerly covered in three.

92. In 1965, for the first time, a course was held in computer programming for blind persons. This course was one stage in the opening up of a completely new career for blind people. Profiting from the experience of pioneers in this field in the USA, several departments, the Royal National Institute for the Blind and the English Electric-Leo-Marconi Computers Limited (ELMAM) worked with staff in Treasury *osm2* Division and *osm(r)* to provide the necessary

training for a group of blind people. The 2-weeks course at the Treasury included practical exercises in programming. Twelve people attended, nine from Government Departments and three from industry. The experiment proved very encouraging. After attending the Treasury course the nine civil servants attended the main programming course given by KLM and are now successfully writing programmes at computer installations in four departments. A second, rather longer, course was held at the Treasury in May 1957.

#### Staffing and Organisation

93. Until recently OM(T) have had difficulty in recruiting ADP instructors but vacancies have now been filled and the Division has six instructors in post (O and M and ADP), sufficient to carry out the expanded programme described above. Normally there will be three courses running concurrently throughout the year except for the summer vacation. O and M courses are continuous, a 2-weeks' and a 4-weeks' course alternately; about seven of each annually. Systems Analysts' courses are also more or less continuous—twelve 3-week courses in the past and nine 4-week courses in the future. The number attending each O and M or ADP course is approximately 18. In a third training room will be held the short O and M courses and seminars, about thirty 3-day ADP Appreciation courses yearly, and half a dozen or more 2-week General ADP courses per annum.

94. The staff of OM(T) run the courses and conduct the majority of the sessions. They are assisted for specialist subjects by staff from OM1 and OM2 Divisions and, to a lesser extent, by speakers from outside the Treasury.

95. The courses are intended for staff of Government Departments and are usually fully subscribed, but a dozen or so places are offered annually to overseas staff, mostly in the developing countries. These visitors attend a two weeks and a four weeks O and M course with a two months attachment, between the courses, to an O and M branch in a department or in the Treasury. Occasionally a place can be provided, on payment of a fee, to someone outside the Civil Service, for example from a public corporation or from industry.

#### Liaison with O. and M. Organisations outside the Civil Service

96. The head of OM(T) is in close contact with

O and M organisations outside the Civil Service to exchange ideas on training and to serve as a channel of information on O and M matters in general. He is a member of:

- (a) the Institute of Office Management Divisional O and M Committee which guides the Institute's O and M activities;
- (b) the Institute of Office Management London O and M Group Committee which arranges meetings of O and M practitioners from industry and commerce in the London area;
- (c) The Executive Committee and the O and M Sub-Committee of the Central London Productivity Association which arranges meetings and seminars, etc., in conjunction with various professional bodies, and
- (d) the O and M Committee of Local Government and Public Corporation officers at the Royal Institute of Public Administration.

97. A detailed list of Treasury O and M courses held during the year 1966-67 is included in Appendix A.

#### Welfare Officers

98. The Treasury Welfare Advisers Office is responsible for the training of Welfare Officers (Higher Executive Officer level) and Assistant Welfare Officers (Executive Officer level) in the Civil Service, but excluding the Post Office.

99. The training courses are on the Principles of Social Casework with emphasis on case work in government departments. Civil Service Welfare Officers are not trained psychiatric social workers and as the casework aspect of the job occupies a large proportion of their time the training is concentrated on that side of their daily work. Programmes aim at a good balance between lectures, case studies and discussion. Lecturers include a Psychiatric Social Worker, a Psychologist, a Probation Officer, the Treasury Solicitor, a Treasury Senior Medical Officer, Officers of the National Council for the Unmarried Mother and her Child, and the National Marriage Guidance Council, a speaker on coloured immigrant staff and experienced departmental Chief Welfare Officers who talk on various aspects of welfare service and practice in Government departments and lead discussion in detailed examination of cases.

100. One course for Welfare Officers was held from 17th October to 4th November 1966 when twelve students attended from eleven departments—seven men and five women. A second course for Welfare

Officers and Assistant Welfare Officers took place from 10th to 28th April 1967 and was attended by twelve students from ten different departments—eight men and four women. (See also Appendix A.)

#### Language Training

101. In September 1963, during the first negotiations on entry to the European Economic Community, the Treasury set up, on an experimental basis, a language training centre (with a laboratory) for instruction in oral French. In November 1963 the Diplomatic Service also set up a language laboratory on a larger scale to give training not only in oral French but also in German and Spanish and possibly other languages in due course. Arrangements were made for two or three places on each of the Spanish and German courses to be allocated to Home Civil Service officers. In return the Treasury centre provided for part of the Diplomatic Service's requirements for training in French which temporarily they could not themselves satisfy. But there seemed no case for two language training centres if one could meet the full need and it was decided to close the Treasury centre at the end of August 1966. The Diplomatic Service Language Laboratory therefore now provides training for Home civil servants in French on about the same scale as the Treasury centre had done and it also allocates a few places on each of its German and Spanish courses to Home Civil Service officers.

102. It may be appropriate to record here what the Treasury centre achieved. In the three years September 1963 to August 1966 the centre gave nine main courses providing for 404 Home civil servants, and three refresher courses for 88 of this number. Each main course gave 75 to 80 hours' tuition spread over 15 to 16 weeks and the average attendance was 71 per cent. There was also one special 1-week full-time course for nine members of the staff of the Central Office of Information. In addition, in 1965-66, forty members of the Diplomatic Service were trained, ten of them attending a 10-week course which was not far short of full-time.

103. Apart from the Diplomatic Service, twenty-three departments sent staff to the courses: Aviation (57), Trade (59) and the Post Office (48) were the largest users, with the Treasury (24), Power (24), Agriculture (22), Customs (18) and Transport (16) in the second bracket. The officers attending were of every grade from Under Secretary to Executive Officer and included a number of scientific and professional officers from some departments (notably Aviation with

its Concorde development interests), though the centre made no pretence to cover technical terms or phraseology.

104. For most of the time the Treasury centre was manned by three instructors, who were serving civil servants trained at Ealing Technical College in the use of the Centre de recherches et d'études pour la diffusion du Français école normale supérieure (CRADIS) official French course for adults, and in laboratory techniques. In 1963 these techniques were relatively new, and fresh ground was broken in using them and in providing central language instruction for civil servants of all departments. As experience developed, adaptations using Civil Service terms were added to the CRADIS course and phraseology, and students were streamed to suit their individual capabilities. The principle of giving central training to civil servants who need to speak a foreign language for their official work has thus become well established and the Diplomatic Service Language Laboratory continues to apply that principle.

#### Instructor Training

105. The criterion for the selection of staff training instructors in the U.K. Civil Service is suitability for the job. Instructors are selected by their Departments for their teaching aptitude, interest in training, and knowledge of the work of their Departments. Whilst T and E Division of the Treasury is not directly involved in the selection of instructors it plays a major part in their initial training by providing them with a course on Instructional Techniques and Training Methods.

106. The duration of this course was extended from two to three weeks at the start of the 1966-67 training year in order to heighten its effectiveness by allowing more time for individual practice and their appraisal, more time for preparation of sessions by the students and more scope for discussion in depth of subjects of particular interest. The performance of the instructors on the course itself, and on their return to their Departments, combined with the views of DROC, leaves no doubt that the longer course has improved the standard of instruction in those who have taken part in it.

107. It has, however, meant that fewer of these central courses can now be held in the year, and this, coupled with a steadily increasing demand for places resulting from recent developments in Civil Service training has led to an arrangement under which the North-Western Polytechnic held an experimental three week course, in

May 1967, exclusively for Departmental Instructors. A further course is to be held at the North-Western Polytechnic in the autumn after which an evaluation will be made. (For details of courses held in 1966-67 see Appendix A).

#### Typing Grades

108. The T and E Division of the Treasury is responsible for a number of courses for supervisory and secretarial staff from the Departments and during the year a number of courses were held. There were six courses for Superintendents of Typists, each of five days duration. These courses outlined the function and duties of front-line management and dealt with the problems of human relationships and the organisation of work in a typing pool. Three refresher courses, each lasting three days were held for Pool Superintendents with five or more years service, to remind them of the basic principles of staff management and to brighten their efficiency by bringing them up-to-date with the latest ideas and methods. Eight five day courses were also held for Personal Secretaries covering all the duties, other than technical skills, essential to the functions of a Personal Secretary. (For further details see Appendix A.)

#### Typewriting Training Centres

109. The Division also has general responsibility for the control of typewriting, audio and shorthand training given in the 23 Inter-Departmental Training Centres for Civil Service typing grades. Seven of the Centres are in central London and the others are in Bath, Belfast, Birmingham, Blackpool, Cambridge, Cardiff, Cheltenham, Edinburgh, Glasgow, Gloucester, Leeds, Liverpool, Manchester, Newcastle-upon-Tyne, Nottingham and Reading.

110. Training in typewriting from Grade II standard (30 words per minute) to Grade I (40 w.p.m.) was given to 5,324 new entrant typists and 156 postal courses were arranged for typists who could not reach a Centre. Additionally, 2,181 typing staff were each given one 2-day refresher course in typewriting to help them pass tests at higher standards for proficiency allowances. Shorthand training in speeds from 70 to 100 w.p.m. was provided for 1,296 typists, and 1,400 3-day courses of initial training in audio transcription were arranged and 1,896 dictating officers were instructed in the use of dictating machines. T and E Division also set the tests for grading and the award of proficiency allowances. 56,548 of these tests were

arranged by the Typewriting Training Centres.

#### External Training

111. Apart from the specialised and vocational training courses organised by the Departments and the Treasury, a number of external organisations contribute to Civil Service training:

#### Royal Institution sessions on Science

112. The third of a series of ten half-day sessions on scientific subjects was given at the Royal Institution between 13th October and 15th December 1966. Some 35 Assistant Principals and Executive Officers attended the lectures, demonstrations and syndicate discussions, which were intended to give an introduction to the fundamental laws of science and some idea of scientific methodology.

113. The distinguished scientists invited by the Royal Institution to speak on this series were: Professor George Porter, Sir Lawrence Bragg, Professor Ronald King, Professor Richard J. Harrison and Professor R. L. F. Boyd. The series was concluded by two special evening lectures, the first by Sir Harrie Massey on 'Problems of Science Policy' and the second by Lord Bowden on 'Problems of Research in Universities and Government Establishments'. (For further details see Appendix B.)

#### Statistics, accountancy and contracts work

114. During the year continuing use has been made of the state educational service in providing courses, either exclusively or in part, for civil servants in the London area.

115. Those in *Statistics*, which began in 1964, have continued at two London Colleges (the South West London College and the North Western Polytechnic). Six lower-level courses were held, attended by 100 students, and six higher-level, attended by 93 students. The courses at South West London College are continuous (5 weeks higher-level and 3 weeks lower-level) and those at North Western Polytechnic are held on two days a week for 12 and 8 weeks respectively. At the beginning and end of each course a two hour lecture on some aspect of Government statistics is given by a Government Statistician.

116. Courses in *General Accountancy*, which began in 1963, have continued at the City of London College and the South West London College. Seven courses, each lasting four weeks, were held, attended by 89 students. At the end of each course one day was set



aside for talks by Civil Service speakers on the differences between commercial and Government accounting procedures, and a project using a model of a Government Department's commercial account. Three further courses in General Accountancy were held in Edinburgh, attended by 32 students. Senior officers from accounting branches in Scotland helped on these courses.

117. Training in Contracts Accountancy, which began in 1965, has continued at the City of London College. Nine courses, each of two weeks' duration, were attended by 133 students. On the penultimate and final afternoon of each course a session is taken by a senior officer from a Government contracts branch.

118. Courses in *Land Law and Administration* (formerly known as Conveyancing) have continued at the Holborn College of Law, Languages and Commerce. Three courses, each of four weeks, were attended by 37 students.

119. An experimental course in *Litigation*, of four weeks duration, was held at the Holborn College in October and November 1965 and was attended by 15 students. A further course, attended by 11 students, was held there from January to March 1967.

120. Following a meeting between those Departments who are the major employers of Photoprinters, two experimental day-release courses in *Small Offset Lithography* were held at the George Stephenson College, Watford. These courses, lasting two terms, were each attended by 12 students. During the last term six sessions were taken by Civil Service lecturers. Topics included cost consciousness in the photoprinting unit; organisation of a photoprinting unit and supply of equipment and materials by the Stationery Office. (For further details of these courses see Appendix B.)

121. As the result of a suggestion by a Printing Office Manager in the Ministry of Defence (Navy Department) an experimental course in the *Theory of Photoprinting Processes* was held at the Treasury, T and E Division from June to July 1967, on one afternoon a week for eight weeks, and was attended by 34 students. (See Appendix A.) During the year the Ministry of Public Building and Works assumed responsibility for colloquia for Printing Office Managers and for Chief Photoprinters formerly arranged by T and E Division.

# 6 Induction, Supervision and Other Training

## Induction Training

122. The importance of induction training is fully recognised in the Civil Service. Both the Ashton Report (1944) and the Whitley Review of Training in the Civil Service (1964) emphasised the need to provide the newcomer not only with information about the procedures he has to implement and his responsibilities and rights, but also with an understanding of his place in his Department and an awareness of his relationships with other Branches, Departments and the public. Not all induction training is provided on formal courses—a good deal of it can best be done on the job—but it is interesting to note that during the year under review Departments gave induction training to nearly 30,000 staff.

123. In Departments with small blocks of work, where initial job instruction has to be given at the desk, the induction course will normally be short, lasting from 2 to 4 days, and may cover the workings of Parliament, the Civil Service and the new entrant's own Department; information about pay and conditions of service, and some training in skills appropriate to the work of the Department. Departments which have large blocks of work often provide induction training courses during the initial job instruction period. The new entrant may sometimes receive two such courses, one at headquarters giving the broad picture and the other in the Division or office to which he has been assigned.

124. Alternatively, basic domestic information about the Department may be given to new entrants immediately on posting during a brief personal interview, to be followed by a formal course during the first three months of service. In some Departments the new entrant is placed in the hands of the Departmental Training Officer who arranges a programme of attachments to various parts of the organisation.

## Supervision training

125. Supervision may be thought of as the first stage on the road to management, and although it is no doubt true that much depends on the innate personal qualities of the supervisor, training has a good deal to offer in helping to detect and develop those qualities, in providing opportunities for the practice of supervisory skills in simulated conditions approximating very closely to those met with in real life, and in the study of work processes and the way people tend to behave in groups.

126. The wide variety of supervision problems existing within the Civil Service has led Departments to devise courses suited to their own particular needs, but

although the length and content of courses may vary considerably the areas covered are similar, namely, the direction and control of work and staff, and communications. Some Departments prefer to differentiate between the supervisor promoted from a non-supervisory grade and the direct entrant supervisor and have developed separate courses for each group. Other Departments consider that a judicious mixture of age and experience is an advantage and have common courses for all new supervisors irrespective of their avenue of entry. All Departments have recognised that participative methods offer considerable benefits, and case-studies, role-playing exercises, projects and group dynamics have all been employed to good effect.

127. Technical organisations, such as the Dockyards, the Royal Ordnance Factories, the Inspection Divisions in the Defence Departments, some of the Research and Development Establishments in Defence and Technology, and the Ordnance Survey, have special supervisory problems which are analogous to those which might be found in any large scale industrial organisation, and their training methods tend to reflect this vocational element, but the teaching of basic principles of supervision always underpins the training given.

128. Training Officers and Instructors, whether in Departmental headquarters, central or regional training branches, or other out-stationed organisations, are able to keep themselves well informed of developments in supervision training techniques by attendance at Treasury courses, and other external courses, seminars and conferences.

## Departmental courses

129. Some examples of supervision training courses provided in Government Departments are given in paragraphs 130-138 below:

## Defence Departments

130. The training arrangements in all three Defence Departments are flexible enough to cope with every need as it is identified, but, broadly speaking, the requirements of executive staff are met by the provision of central courses whilst those of the technical class are covered by the specialist training organisations, or the Dockyards, Royal Ordnance Factories and Inspectorates. Only one example can be given of supervision training in each of the Defence Departments, but it should be remembered that a considerable amount of training goes on under each of these headings and in other fields which there is no space to mention:

### Navy Department (Executive Officer Supervisors)

131. Executive officers joining the Combined List, Principal Director of Accounts and Contracts and Purchase divisions in the Navy Department all receive a 1-week supervision course at the Central Training Branch. Those joining the Supply and Transport Service are given initial supervision training as part of a long (up to 24 weeks) vocational training course. All executives receive a further 1-week's supervision training centrally after five years' service, during which time other vocational training (including supervision subjects) is given.

### Army Department (Technical Grade Supervisors)

132. The Inspectorates and the Royal Ordnance Factories in the Army Department both provide supervision training at several levels for technical supervisors. For example, the Inspectorate of Armaments provides a week's basic supervision course for newly-appointed supervisors in the basic Technical Grade and a more advanced course for officers in higher technical grades. The Royal Ordnance Factories, Staff Training Centre works on very similar lines and, in addition, the Royal Ordnance Factories themselves provide local supervision training as required.

### Air Force Department (Foremanship training)

133. The Departmental Training Officer, Air Force Department, provides regular two week courses for industrial supervisors serving in out-stationed Establishments and R.A.F. Commands. In addition to the usual supervision subjects the courses include sessions on work study, cost consciousness and job instruction.

### Ministry of Technology

134. As part of their plan of executive induction, the Ministry of Technology runs a three day course for all new entrants to managerial grades, usually after about three months' service. The course is for Executive Officers (205) and equivalent grades (eg Engineer III, Assistant Experimental Officer etc.), but it is also designed to benefit managerial recruits up to Principal Scientific Officer level. After three years a basic course in management of one week's duration is given to all 205 and equivalent grades who have an element of supervision in their duties. The Department also gives Industrial Supervision training to officers newly

appointed, or promoted, to posts involving some supervision of industrial grades, eg Technical Grade III, Process and Supervision Grades IV and V. The courses, which are of one week, are run in turn at a number of Research and Development Establishments.

### Ordnance Survey

135. The Department arranges courses, of one week's duration, for supervisory officers in the cartographic draughtsman and surveyor class, and 2-week courses for senior supervisors at junior management level.

### Ministry of Public Building and Works

136. Supervision training is given on two courses—for new entrant 205 on an 'expanded induction course' and for more experienced executives and equivalent professional and technical grades. Both courses last one week.

137. In all the other major Departments supervision courses are held, the majority of a week's duration, covering three main aspects—man management, organisation of work and communications. Case-studies and exercises based on real issues help to direct the student's attention to the practical problems of supervision within his own Department.

138. Supervision training in the small Departments has for some years been well catered for by a 3-day course for 205 sponsored jointly by the Stationery Office, the Ministry of Overseas Development and the Charity Commission. These courses are run at regular monthly intervals and, in addition, places can often be found on courses run by the larger Departments.

139. Some examples of other training carried out by Departments which cannot conveniently be listed under the categories so far dealt with in this report include the following:

### Appraisal interviewing

140. During 1963 the Treasury introduced a scheme of appraisal interviewing for certain junior staff in the early years of their service with the objectives, on the one hand, of providing management with information about the officer's aspirations and potentialities for his future career in the Service and, on the other hand, of enabling the officer himself to learn how he was progressing and the views of his senior as to his strengths and weaknesses.

141. This scheme was seen by the Ministry of Housing and Local Government as providing an opportunity for the integration of appraisal interviews with their

existing system of staff reporting in order to improve the Department's staff development policy. Following a preliminary examination of other Government Departments' staff development schemes and those of a number of commercial undertakings, the Ministry decided in the summer of 1966 to launch a pilot scheme, applicable to some 86 Executive and Clerical officers in two branches of the Ministry—one concerned with conventional executive duties and the other policy and case-work. Before the pilot scheme was started courses were run to give instruction in appraised interviewing techniques to all the interviewing officers (ranging from Assistant Secretary level down to Higher Executive Officers) whilst all other staff involved were given explanatory notes describing the scheme and how it would affect them.

142. As a result of the success of the pilot scheme, and with the full support and co-operation of the Departmental Staff Side, preparations were made to extend the experiment to all officers in the Executive and Clerical grades and to all established Clerical Assistants in the Department. This presented a formidable training programme involving some 600 interviewing officers in the grades of Principal, Chief Executive Officer, Senior Executive Officer and Higher Executive Officer, plus a number of professional officers, and arrangements were made for twenty-five training courses to be held between May and November 1967, organised by the Personnel Management Branch aided by the staff of the Departmental Training Officer. Each course, spread over three half-days, consists of a general introduction on staff development, a talk on appraisal interviewing techniques by an industrial psychologist, a discussion based on a taped interview and, finally, individual practice interviewing sessions. The opportunity is also taken to discuss miscellaneous personnel management problems raised by members of the course. New forms have also been introduced covering a detailed job description; an appraisal check list, and a report on the interview—and the training has been accompanied by a series of informal seminars

for Heads of Divisions and Branches who are encouraged to discuss any particular problems with the Staff Development Section.

### English

143. The Staff Training Branch in the Treasury have introduced a course for Executive Officers in the Use of English. The course occupies four hours on each of four Fridays over a period of about one month. The purpose is to give guidance and practice in logical thinking and clear, concise expression and so to improve the quality of minutes, briefs and minutes of meetings.

144. Courses in spoken English are provided by the Board of Trade for staff from overseas who have found difficulty in making themselves understood when dealing with members of the public, particularly on the telephone.

### Miscellaneous

145. A number of Departments provide regular training on Staff Reporting both in courses devoted exclusively to that subject, and as part of management and supervision training.

146. The Ministry of Technology arranges a course, of eight weekly two-hour sessions, to improve reading efficiency.

147. The Ministry of Defence (Air Force Department) and the Ministry of Technology both run courses (of 4 days and 3 days respectively) at which the responsibilities and skills of personal secretaries are examined and discussed.

148. The Ministry of Defence (Air Force Department) holds one day courses designed to improve the speed and quality of dictation to typists.

149. A number of Departments give training in Effective Speaking either by way of short 2-3 day courses with guidance from tutors on the preparation and delivery of an effective talk, with opportunities for practice sessions, or by including the subject in management and supervision courses.

## 7 The problem of training in small departments

150. The difficulty here is in providing training for small numbers of staff employed in a great variety of jobs. In the smallest Departments it is unusual to find any two civil servants doing the same kind of work, so there can be no question of organising group or formal job training as in the larger Departments. The new entrant customarily learns his job by sitting with an experienced colleague, and although in theory this is an ideal learning situation, in practice the advantages are too often offset by the inability of the experienced colleague to teach, and shortage of staff which prevents sufficient time being given to training.

151. To meet the first difficulty it is essential that a civil servant with experience and knowledge of the work should be given training in how to teach at the desk. The second point—shortage of staff—is obviously a more intractable problem, but there are two training methods which can go a long way towards overcoming both difficulties. The first is the production of clearly written job analysis sheets. Properly prepared these can be of great help to learner and instructor alike and can save the time of both. The second is **programmed learning** which is dealt with in more detail in paragraphs 177-179 below.

152. Apart from the problem of providing adequate 'on the job' training, however, small Departments are sometimes further handicapped through lack of proper training facilities, particularly in regard to trained instructors, premises and equipment. For this reason, T and E Division opened a **Treasury Training Centre** for Small Departments on 4th October 1965 at St. Andrew's Place, Regent's Park, London, NW1. The Centre has a main lecture room for up to 30 students and two smaller syndicate rooms. It is equipped with its own overhead projector and shares the use of the Division's film and filmstrip projectors. The Treasury Training Liaison Officer responsible for the small Departments' training effort has assisted in the planning and preparation of a varied programme of courses at the Centre and has actively participated in their presentation. It has, however, always been the intention that as the Departmental Instructors gain in experience the work of running the Centre should devolve more and more on them. A Summary of the courses held at the Centre during 1966-67 is given at Appendix D.

## 8 Sabbatical leave

### Fellowships

153. Eight civil servants were awarded fellowships during the year. Details are set out in Appendix F at the end of this report. With the exception of the Council of Europe Social Welfare Fellowships, which are of one month's to six weeks' duration, fellowships are generally held for a period of one year.

154. A Senior Scientific Officer from the Warren Springs Laboratory of the Ministry of Technology obtained an award from the Japanese Government which enabled him to undertake ten months research into direct separation and metal winning from loaded solvents in Japan. He joined the National Research Institute for Metals in the Japanese Science and Technology Agency in February 1967.

155. In June 1967 a Senior Scientific Officer from the Royal Botanic Gardens, Edinburgh (Ministry of Public Building and Works) began a three month period of sabbatical leave which is being spent with the expedition to the Mato Grosso in Brazil, organised by the Royal Society and the Royal Geographical Society.

### University Bursaries

156. The two schemes providing university bursaries for honours first degree studies (or equivalent) and for post-graduate diplomas and degrees continued in operation throughout the year. Both schemes are designed to produce staff for specified classes, scientific officers and statisticians, but there is one important difference between them. Entry to the scientific scheme is restricted to scientific assistants and assistant experimental officers, but the statistician scheme is not subject to similar limitations.

157. The scheme for Science Bursaries produced twelve nominations and four awards were made. The names and Departments of these officers are given in Appendix F.

158. The scheme for Statistical Bursaries produced eleven candidates for entry to the Assistant Statistician grade and eight candidates for entry to the Main Grade of Statistician. Three and two awards respectively were made. The names and Departments of these officers are also given in Appendix F.

# 9 Further Education

## External Training policy

159. One of the recommendations in the report of the Joint Committee of the Civil Service National Whitley Council which reviewed Civil Service training (see paragraph 4) was that Departments should interpret more liberally the rules hitherto applied to aid for external background training. On consideration the Treasury decided to revise completely the rules relating to external training and further education. The new provisions, which were welcomed by the National Staff Side, were to be applied with effect from 1st August 1967.

160. The broad effect has been to bring about a simplification of the position in that two general concepts have replaced a variety of slightly different forms of external training. Where a Department wishes an officer to be trained or educated externally in the public interest such an assignment is known as external training and is treated as if it were official duty. Where an officer wishes to improve his education for non-vocational reasons the Department, in approved circumstances, provides limited but substantial assistance and the activity is referred to as further education.

## Adult Further Education

161. Previously, 'background training', as it was called under the old arrangements, was defined as 'training which will give the staff a better understanding of the problems and activities of the Department to which they belong or of the public service generally.' This has been replaced by the simple instruction that Departments should give assistance to staff who wish to undertake external courses in approved subjects leading to recognised educational or professional qualification, certificate or diploma in circumstances where external training terms are inappropriate. Statistics relating to studies undertaken by staff during the past year on the old terms and conditions are given in Table V.

162. The scale of assistance with effect from 1st August 1967 for officers who undertake approved further education is:

- 80 per cent of fees (including examination fees)
- 50 per cent of the cost of text-books (the student paying the first £3 and the maximum official contribution being limited to £50 per course)
- Travelling expenses (in excess of the first 10s. per month)
- Paid leave, up to 20 days per course at degree level, or up to 10 days per course at 'A' level or equivalent.

## Day release for under eighteens

163. The part-time day release education scheme applies to civil servants under the age of eighteen, and some 7,300 young officers a year (approximately 72 per cent of those eligible) are currently taking advantage of the opportunity to study, on one day a week on full pay, subjects of their own choice, which may be either vocational or non-vocational. In addition there are vocational day release schemes which young people in technical grades are required to attend and which also include an element of time for liberal studies. Although the scheme applies only to staff under eighteen, it is possible under certain conditions for a student to continue his day release studies after that age in order to complete a planned course.

164. During the year a block-release course (a period of full-time study lasting several consecutive weeks) was arranged at Newcastle for young staff of the Ministry of Social Security, and other schemes of block-release are under consideration for staff at Bath, Blackpool and Aberdeen.

## The Civil Service Council for Further Education

165. The Council is an independent Whitley body which works in close co-operation with the Treasury T and E Division and is responsible for supplying advice and information about further education, other than purely vocational training, to civil servants of all ages, classes and grades, as well as for supervising the part-time day education scheme for under eighteens, already described.

166. During 1967 the Council, which has a small regional organisation, circulated a considerable quantity of educational publicity material (usually through Departmental Training Officers) covering classes in preparation for limited competitions, and it also dealt with many enquiries from individual civil servants. The Council's staff were regularly invited by Departments to speak at new entrant courses on the educational facilities available in various parts of the country with a view to encouraging civil servants to take advantage of what is offered by local education authorities, often at very little cost to the student.

167. As further evidence of its general concern for the educational welfare of young civil servants, the Council held a number of Supervisors' Conferences in various parts of the country at Colleges providing courses for day release students, where supervisors were enabled to see for themselves the kind of education and training

their young staff were receiving during release from normal duties. An explanatory booklet entitled *Part-time Day Release in the Civil Service* is in course of preparation.

168. Full details of the work of the Council are contained in its published Annual Report which is presented to the National Whitley Council.



# 10 International

## Western European Union activities

169. The Assistant Secretary in T and E Division continued to be the British delegate on the Western European Union Public Administration Committee, and in that capacity attended meetings of the Committee in Venice in October 1966 and at Ostend in May 1967.

170. In 1967 it was the turn of the United Kingdom to act as host to the Senior Officers' course on a topic in public administration which is held annually, in rotation between the member countries, under the auspices of the Committee. The course took place at Wiston House, Wilton Park, Stoyning, Sussex, from 15th to 27th May 1967, and was attended by 21 officers from all the member countries. The four United Kingdom representatives were drawn as two from central government and two from local education authorities.

171. The theme of the course, which was organised by the Division with the most helpful co-operation of the Department of Education and Science and of the Director of Education for West Sussex, was 'Co-operation and co-ordination between central and local authorities as exemplified in the administration of state-aided schools in England and Wales'. The course consisted of an intensive programme of lectures, discussions and visits as well as social activities, and a very full report on what they had seen and learnt was prepared by the course members. The course was adjudged by those attending it to have been successful and worthwhile.

172. The programme of study visits sponsored by the Public Administration Committee, under which civil servants from this country go abroad to one of the other member countries for short periods of study in a subject arising out of their work, and similarly civil servants from the other member countries come to the United Kingdom, continued during the year under

review. Fourteen civil servants went abroad from this country and five came here. Not the least valuable feature of these visits are the reports which those who have been on a study visit subsequently make on their experience and impressions and send to the host country, as well as to the Public Administration Committee. (Further details are shown in Appendix G.)

## Courses arranged for German Civil Servants

173. In April 1967 the Centre for Administrative Studies provided two days of a 1-week programme for 24 German administrators from Departments concerned with economic affairs. The main theme of the two days was the management of the United Kingdom economy.

174. In July 1967 the Centre for Administrative Studies, together with Training and Education Division, planned a 2-week course for 24 German administrators, drawn from both the Federal and the L nder administrations. The course dealt with the overall organisation and functioning of the UK economy and with various aspects of management services within Central Government, in particular the quantitative management techniques which are now being used.

## Visitors to the Treasury Training Organisation

175. The T and E Division and the CAS continued to be a focal point for visitors from abroad seeking information about training in the United Kingdom Civil Service. During the year, with the help of Departmental Training Officers, arrangements were made for some 75 overseas visitors to have discussions and to attend courses either at Regent's Park or in Departmental training centres.

# 11 Training methods

## 'On the job' training

176. Of all training methods the oldest and the one in widest use is training 'on the job', and it has been touched on a number of times in this Report (see paragraphs 4, 58, 78, 123 and 150-152). In one sense this training is continuous, in that newcomers tend to acquire their procedures and standards from those with whom they work, but even if the term is restricted to cover only that 'on the job' training which involves conscious deployment of resources, it still forms a very large and important part of the Civil Service training effort. Its importance is generally admitted but it is sometimes argued that it cannot be undertaken in a particular section for lack of staff experienced in the work or because of pressures of other work. The ways to mitigate these difficulties are well known and perhaps the foremost is an improved attitude and approach to the task by line management. More specifically, the training of Clerical Officers in the techniques of job instruction, the preparation of job analysis sheets and training guides, the appointment (in suitable cases) of branch training liaison officers, and the use of algorithmic methods and programmed learning can be of the greatest help.

## Programmed Learning

177. Programmed learning has made a valuable contribution to the training effort of several Departments, but throughout the Civil Service as a whole the full potential of this technique has not yet been realised. The main reason for this is the scarcity of suitable programmes. A few programmes, commercially produced, on such general subjects as Statistics and Computer Programming have been purchased or hired by interested Departments and some progress has been made during the year in the writing, validation and use of Departmental programmes on vocational subjects, but until more programme writers can be trained within the Service and can gain practical experience in the writing of programmes on Departmental subjects, development is likely to be slow.

178. The Departments making the most extensive

use of programmed learning are the Ministry of Social Security and the Ministry of Labour. The experience of these Departments illustrates the special value of the technique to Departments with a regional organisation and a network of local offices. By far the most popular method of presentation is with a simple, hand-operated machine for presenting linear programmes. This machine costs only a few pounds and there are some 2,300 of them in current use. Several electric machines, capable of taking linear or branching programmes, are also in use.

179. Efforts to promote interest in programmed learning included the holding of two inter-Departmental courses in programme writing at T and E Division and the seminar for Departmental Training Officers mentioned in paragraph 16. Towards the end of the year arrangements were in hand for a meeting at the Division of Departments having a practical concern in the use of the technique to discuss the future development of programmed learning in the Civil Service and in particular to consider the employment of commercial programme writers on topics of general Service interest.

## Group Dynamics

180. One of the newer techniques being tried within the Civil Service is Group Dynamics training, sometimes known as 'T' Group or Sensitivity training. This form of training is designed to enable the participant to study individual and group behaviour so that he may become more aware of the human aspects of the decision-making process, and gain a better understanding of authority relationships. Inherent in the technique is a system of continuous feed-back within the group which provides the member with an open and explicit comment on his own behaviour and that of the other members of the group.

181. The Ministry of Transport, the Home Office, the Ministry of Technology and the Department of Education and Science have all made use of this technique on their management courses, and the Treasury, T and E Division are planning to hold a residential inter-Departmental course in Group Dynamics in May 1968.

# 12 Conclusions and plans for 1967-68

182. The training year 1966-67 was one of major development in Civil Service training. The Treasury ran for the first time at the Centre for Administrative Studies, three 20-week courses during the year as against the two courses annually which had been provided in earlier years. The new range of four inter-related management courses at Principal level, which the Treasury developed during the year, provide much longer and more rigorous management training for larger numbers of civil servants from all classes than the 2-week courses which they superseded. At the more senior Assistant Secretary level, the twelve seminars organised in nine different subjects represented a significantly greater training effort than the three 2-week courses which the seminars replaced. In departmental training the statistics suggest that the general level of training activity in 1966-67 was markedly higher than in the previous year.

183. Internal training was about 50 per cent higher than in 1965-66, both in the number of civil servants receiving training and in trainee days. The total number of non-industrial civil servants receiving training in 1965-66 was 96,629 and in 1966-67 it was 144,997. The total of trainee days in 1965-66 was 640,489 and in 1966-67 it was 958,295. These increases may be compared with an increase of about 8 per cent in the total number of non-industrial staff employed, the actual figures being 394,120 in 1965-66 and 429,396 in 1966-67. The increase in training applied throughout but was particularly marked in the Scientific, Professional and Technical Classes where there was an increase of some 75 per cent in the number of trainee days and an increase of some 50 per cent in the numbers receiving training. The actual figures are as follows: in 1965-66 the total number of trainee days in the Scientific, Professional and Technical class was 199,902 and in 1966-67 it was 355,090. The total number of those receiving training in this field was 19,416 in 1965-66 and 29,815 in 1966-67.

184. It is also interesting to note the pattern revealed by the statistics of training in the Administrative Class. The difference between the proportionate increase in the number receiving training during the year (some 80 per cent) and the smaller proportionate increase in the number of trainee days (about 20 per cent) was due to the introduction at Assistant Secretary level of the new short residential seminars in place of the 2-week courses run in previous years for fewer staff. The total number of Administrative Class receiving training in 1965-66 was 459 and in 1966-67 it was 807. The total

trainee days in 1965-66 was 5,559 and in 1966-67 it was 6,662.

185. The increase (of about 40 per cent) in the number of trainee days devoted to the Clerical and Executive Classes reflects in some measure an expansion of training needs arising out of changes in the nature of the work undertaken by Government Departments. The total trainee days for the combined Classes in 1965-66 was 404,788 and in 1966-67 it was 558,701, whilst those receiving training in those Classes numbered 71,226 in 1965-66 and 107,598 in 1966-67.

186. In addition to the centralised provisions for management training described in paragraphs 21-39, all major Departments mounted courses concerned with management and supervision. There were over 1,100 courses of this nature attended by over 13,000 civil servants, representing over 55,000 trainee days.

187. The number of civil servants undertaking external training leading to a recognised qualification, who came in the main from the Professional, Scientific and Technical Classes, totalled 6,800. This represented an increase of 3 per cent over the corresponding figures for the previous year. Civil servants studying for the Ordinary National Certificate totalled just under 1,500; those studying for Higher National Certificate (HNC) totalled about 1,850; and those taking HNC endorsements totalled just under 450. These figures represented a fall of about 20 per cent in the numbers taking National Certificate courses but a rise of around 60 per cent in those taking HNC endorsements. There was an increase of about 30 per cent in the number of those taking University degrees, of whom 245 were studying by means of full-time or sandwich courses, compared with 214 in 1965-66.

188. Increased interest was shown by other countries in the development of Civil Service training in the UK and, for the first time, the German Civil Service asked the Centre for Administrative Studies to organise courses to meet the particular requirements of two different groups of German civil servants.

189. The training year 1967-68 seems likely to be the last before the recommendations are known of the Committee, under Lord Fulton, on the Civil Service. It will be, therefore, a year in which it will be more appropriate to consolidate and develop some of the training plans introduced in recent years rather than to start completely new ventures. As far as the Training and Education Division is concerned the introduction of the fourth course in Social Administration to complete the series of four inter-related management

courses at Principal level will be a major commitment, while it is hoped to develop the new series of residential seminars at Assistant Secretary level by introducing several new subjects and by running a rather greater number of seminars than in the first year. The T and E Division also hopes to complete during the year a major revision and simplification of the instructions governing the terms on which civil servants are sent on external training courses or are helped to take courses of further education.

190. It would not be right to conclude this report without recording our appreciation of the interest and support which Civil Service training receives from the Staff Side and Association representatives at all levels.

191. The opportunity must also be taken to thank those from industry, commerce, local government, the universities and other educational bodies who have given so generously of their time and experience to further training in the public service.

# Appendices

to the Treasury Training and  
Education Division Report  
and STATISTICAL TABLES  
for the period  
1st August 1966 to 31st July 1967

# Appendix A

## Treasury Courses held Centrally

<i>Type of Course</i>	<i>Average duration (in working days)</i>	<i>Courses held</i>	<i>Total numbers attending</i>	<i>Trainee days</i>
<b>Training and Education Division</b>				
<i>Management training</i>				
Assistant Secretary level				
*Senior Officer seminars	3	12	154	462
Principal level				
Decisions, Techniques and Computers	17	2	48	816
Organisation and Staff Management	15	3	65	975
Executive Officer level				
Introduction to Management	20	2	48	960
<i>Government and Administration</i>				
Introduction to Government Administration (for Principals)	15	2	44	660
Structure of Government (for Assistant Principals)	15	4	100	1,500
<i>Instructor training</i>				
Training Officers	5	1	14	70
Instructional Techniques and Training Methods	15	6	108	1,620
Supervision Training Techniques	10	2	36	360
Making a Filmstrip	5	1	16	80
<i>Specialised training</i>				
Promotion Board Conferences	1	6	108	108
Establishment Work	5	4	72	360
Information Officers	5	1	20	100
Programmed Writing	5	2	26	130
Theory of Photoprinting Processes	4	1	34	136
Seminar on Training in Government Departments	2½	1	87	217
<i>Typing Grades</i>				
Superintendents of Typists	4	6	81	324
Superintendents of Typists (Refresher)	3	2	37	111
Personal Secretaries	4	8	113	452
<b>Centre for Administrative Studies</b>				
<i>Principal level</i>				
Economics	30	1	23	690
<i>Assistant Principal level</i>				
20-week course	100	3	71	7,100
<i>German administrators</i>	10	1	24	240

<i>Type of Course</i>	<i>Average duration (in working days)</i>	<i>Courses held</i>	<i>Total numbers attending</i>	<i>Trainee days</i>
<b>Organisation and Methods Training Division</b>				
O and M Practitioner Course, Part I	10	7	129	1,290
do. Part II	20	7	96	672
Senior O and M Practitioner course	15	1	17	255
A.D.P. Systems Analysis	15	11	194	2,910
A.D.P. Programming	7	3	33	231
3-day A.D.P. Appreciation	3	2	235	705
2-day do.	2	11	319	638
Programme Evaluation and Review Technique	3	13	226	678
do. (Seminar)	1	1	16	16
Messenger Services (do.)	1	2	23	23
Forms Design (do.)	1	5	88	88
Registry Services (do.)	1	2	41	41
Microfilm (do.)	1	3	61	61
Costing (do.)	1	2	21	21
Organisation (do.)	1	1	27	27
Activity Sampling and Clerical Work Measurement	2	5	82	164
Statistical Sampling	2	2	35	70
Stores and Stores Accounting	1	1	11	11
Feature Cards	1	1	18	18
Blind Programmers	15	1	5	75
<b>Welfare Adviser's Branch</b>				
Welfare Officers	15	1	12	180
Welfare Officers and Assistant Welfare Officers	15	1	12	180

\*To avoid splitting these seminars between two training years these figures include all seminars held during 1965.

# Appendix B

Treasury Courses Arranged Centrally, but held Externally

<i>Type of Course</i>	<i>Duration (in work- ing days)</i>	<i>Courses held</i>	<i>Total numbers attending</i>	<i>Trainee days</i>
Royal Institution sessions on Science	5	1	85	425
Statistics (Higher level)	24	6	93	2,232
Statistics (Lower level)	16	6	100	1,600
*General Accountancy	20	10	121	2,420
Contracts Accountancy	10	9	133	1,330
Land Law and Administration	20	3	37	740
Litigation	20	2	26	520
Small Offset Lithography	23	2	22	506

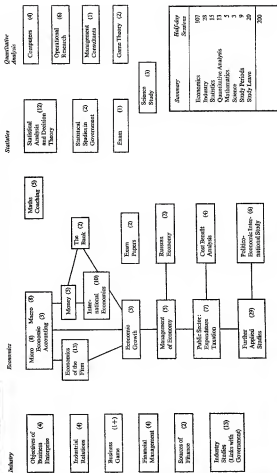
\*Includes 3 courses attended by 32 officers at Edinburgh and arranged by the Scottish Education Department.



# Appendix C

## Centre for Administrative Studies

Structure of 20-week Course for Assistant Principals  
(Number of Half-Day Sessions allocated is shown in brackets.)



# Appendix D

Summary of Courses held at the Treasury Training Centre for Small Departments

	Type of Course	Duration (in working days)	Courses held	Total numbers attending	Trainee days
<b>A. Departments running their own Courses</b>					
County Courts	New Entrant Clerical	4	24	432	1,728
Department of Economic Affairs	Background Clerical	3	1	17	51
Principal Probate Registry	Management	2	1	26	52
<b>B. Courses run inter-Departmentally</b>					
	Management				
	SEO and HEO	5	3	52	260
	Background EO	4	2	31	124
	Background Clerical	3	4	65	195
	Staff Reporting	1	9	107	107

# Appendix E

## Attendances at Business Schools

<i>Title</i>	<i>Name</i>	<i>Grade</i>	<i>Department</i>	<i>Age</i>
London Business School Senior Executive Programme	C. E. Coffin	Under Secretary	Ministry of Technology	48
London Business School Executive Development Programme No. 2	J. M. Bridgeman	Principal	HM Treasury	36
"	W. N. Hyde	Principal	Home Office	37
" No. 3	R. Colgate	Principal	Board of Trade	39
"	J. N. H. Blelloch	Principal	Ministry of Defence (Army)	37
Manchester Business School Senior Executive Course	D. N. Charlish	Under Secretary	Board of Trade	48
"	K. J. Willoughby	Assistant Secretary	Ministry of Technology	45
Manchester Business School Management Course No. 3	C. Barnfield	Principal	HM Customs and Excise	44
"	R. E. Jeanes	Principal Scientific Officer	Ministry of Technology	45
" No. 4	B. E. Drake	Senior Quantity Surveyor	Ministry of Public Building and Works	36
" No. 5	M. E. Quinlan	Principal	Ministry of Defence (Air)	34
"	G. D. Spearing	Senior Engineer	Ministry of Transport	39
"	B. Stuffs	Senior Executive Officer	Ministry of Social Security	38
"	M. D. Tidy	Principal	Ministry of Defence (Central)	34
Administrative Staff College	A. J. Green	Principal	Ministry of Finance (Northern Ireland)	37
	R. A. Lloyd Jones	Principal	Ministry of Defence (Navy)	32
	W. H. Paxman	Principal	Export Credits Guarantee Department	41
	P. G. Jeffrey	Principal Scientific Officer	Ministry of Technology	38
	A. R. Sutton	Work Study Officer	Forestry Commission	41
	J. Hislop	Superintending Architect	Ministry of Public Building and Works	42

<i>Title</i>	<i>Name</i>	<i>Grade</i>	<i>Department</i>	<i>Age</i>
Administrative Staff College (continued)	K. M. Trigwell	Senior Engineer	Ministry of Public Building and Works	45
	G. P. Brown	District Inspector of Factories	Ministry of Labour	43
	Dr. A. J. Owen	Principal Scientific Officer	Ministry of Aviation	38
	J. A. Montyford	First Secretary	Diplomatic Service Administration Office	45
	T. A. Howell	Principal	Ministry of Pensions and National Insurance	34
	J. L. Bartock	Senior Inspector of Taxes	Board of Inland Revenue	38
	M. J. Baggott	Senior Architect	Ministry of Public Building and Works	36
	A. Starbrook	Principal Scientific Officer	Ministry of Technology	37
	M. J. Blackwell	Principal Scientific Officer	Ministry of Defence (Air)	40
	A. B. Davies	Engineer	Ministry of Defence (Army)	41
	W. Hobman	Principal	Ministry of Overseas Development	34
	B. Taylor	Principal	Ministry of Housing and Local Government	40
	S. P. Sing	Senior Civil Engineer	Ministry of Public Building and Works	39
	H. Speight	Chief Engineer	Water Resources Board	39
	W. J. Stephens	Principal	Home Office	37

# Appendix F Centrally Administered Fellowships and Bursaries

<i>Title</i>	<i>Name</i>	<i>Grade</i>	<i>Department</i>	<i>Age</i>	<i>Subject</i>	<i>Location</i>
Nuffield	D. M. Henderson	Principal Scientific Officer	Ministry of Public Building and Works	39	Scientific and educational functions of Botanic Gardens and Herbaria	Canada, Japan, Malaya, New Zealand, Australia, India, Ceylon, Uganda, Kenya and Western Germany.
	W. J. A. Scott	Chief Executive Officer	Scottish Home and Health Department (SHHD)	44	To study methods of management in hospitals in U.K. and abroad	Canada and Scandinavia
Harkness	C. Priestley	Principal	Department of Education and Science (DES)	32	Methods of compensatory education in United States	U.S.A.
Simon	J. H. Galbraith	Assistant Secretary	Ministry of Labour	42	Procedure at present used by a minority of enlightened managements in dismissing employees, and methods whereby such procedures could be brought into wider use	Manchester
	D. Wylie	Principal	Ministry of Defence (Air)	34	Comparison of the structure and efficiency of Government Departments and other large scale organisations, to be studied in the light of current theory on business administration	Manchester

<i>Title</i>	<i>Name</i>	<i>Grade</i>	<i>Department</i>	<i>Age</i>	<i>Subject</i>	<i>Location</i>
Council of Europe Social Welfare Fellowship	Miss V. J. Hodges	H.M. Inspector of Factories	Ministry of Labour	31	Occupational hygiene in French industry	France
Salzburg Seminars in American Studies	D. R. Dure	Planning Officer	Scottish Development Department	32	Urban planning	Austria
Gwilym Gibbon Research Fellowships	P. U. de Berker	Principal Psychologist	Home Office (Prison Department)	46	Group Work Processes	—
University Bursaries (Scientific)	M. H. Beach	Assistant Experimental Officer	Ministry of Agriculture Fisheries and Food (MAFF)	25	BSc (Electrical Engineering)	Nottingham University
	R. E. W. Pettifer	Assistant Experimental Officer	Meteorological Office	25	BSc (Physics)	Queen's University, Belfast
	D. B. Finniger	Assistant Experimental Officer	Ministry of Agriculture, Fisheries and Food (MAFF)	23	BSc (Zoology)	Hull University
	Miss P. M. Steward	Scientific Assistant	Ministry of Defence (Navy)	19	BSc (Chemistry)	Southampton University
University Bursaries (Statistical)	D. J. Spurling	Executive Officer	Board of Trade	26	BSc (Economics and Statistics)	Bristol University
	G. P. Try	Executive Officer	Ministry of Housing and Local Government	22	BA (Social Sciences)	York University
	M. Williams	Executive Officer	Cabinet Office	21	BSc (Economics)	Polytechnic Regent Street, London
University Bursaries (Statistical) (continued)	H. D. Mitchell	Higher Executive Officer	Ministry of Health	38	Institute of Statisticians Examinations (Parts II, III and IV)	Polytechnic, Regent Street, London
	H. A. Standen	Higher Executive Officer	HM Treasury	41	Institute of Statisticians Examinations (Parts I to IV)	Polytechnic, Regent Street London

# Appendix G

## Western European Union study visits

<i>Name</i>	<i>Grade</i>	<i>Department</i>	<i>Age</i>	<i>Subject</i>	<i>Location</i>
D. F. Rena	Assistant Actuary	Government Actuary's Department	36	Assurance control methods	Belgium
Mrs. N. M. Hill	Higher Executive Officer	Department of Education and Science	38	Training and education of artisans, and the financing of such training	Belgium
Miss S. M. Chesterman	Higher Executive Officer	HM Treasury	38	Financing and administration of State provision for retired people	Belgium
A. G. Manzie	Principal	Board of Trade	35	Relations between Government and Nationalised Industries with special reference to air transport	France
T. V. Burgner	Principal	Department of Economic Affairs	34	Price control methods	France
A. J. B. Rowe	Assistant Principal	Scottish Home and Health Department	34	Treatment of juvenile delinquents and other children by public authorities	France
F. H. Keens	Senior Executive Officer	Home Office	34	Immigration control	Germany
M. J. A. Partridge	Principal	Ministry of Social Security	30	'Dynamism' features of the pension scheme	Germany
K.W. Carter	Higher Executive Officer	Forestry Commission	33	Administration of private forestry	Germany
N. B. Wood	Senior Scientific Officer	Ministry of Defence (Army)	27	Relationship between universities and Government establishments in administration and direction of research, with particular reference to aerodynamics	Germany
B. Cross	Senior Executive Officer	General Post Office	32	Planning and utilisation of telecommunications line plant	Germany
R. L. Thompson	Senior Architect	Department of Education and Science	37	Educational building	Germany
Miss M. A. Clayton	Assistant Principal	Home Office	25	Machinery of Netherlands criminal justice	Netherlands
P. Goodman	Principal Scientific Officer	Ministry of Technology	33	Government support of technical innovation in industry	Netherlands

### Table 1

NON-INDUSTRIAL CIVIL SERVICE: (excluding the Post Office)  
IN-SERVICE TRAINING: Breakdown by Classes

## GREAT BRITAIN

Year ending 31st July 1967

[illegible]

\*As at 1st January 1967  
†As at 31st July 1967



Scientific Officer		Experimental		Scientific Assistant		Professional		Technical		Auxiliary Technical & Miscellaneous etc		Total Staff Trained	Total Training Days	Total Non-Industrial Staff*
Staff Trained	Training days	Staff Trained	Training days	Staff Trained	Training days	Staff Trained	Training days	Staff Trained	Training days	Staff Trained	Training days			
40	100	58	496	58	162	899	3,464	889	7,718	70	59	2,235	16,849	15,031
						1	2					17	30	1,304
5	5	5	5	22	23					4	3	65	52	580
						4	218	1	3			506	430	414
1	1					3						66	64	283
						4	7					417	1,044	607
														31
								29	116			675	3,088	1,438
								99	62			109	171	138
						3	11			73	1,492	2,043	39,323	17,428
1	5	1	1					323	455	10	50	678	1,708	3,365
19	362	304	1,159	340	2,125	1		445	2,187	685	5,735	5,707	44,589	23,013
301	734	88	710	76	129	130	2,516	1,178	22,064	477	1,914	7,271	48,336	88,452
37	116	96	131			430	1,533	3,536	20,436	58	347	6,526	46,760	32,546
						34	7					168	296	563
7	34	3	24	38	246	83	311	24	95	33	103	1,503	1,246	4,820
												237	307	530
										2	8	737	2,196	1,336
														5
												35	184	302
						8	85			6	20	347	1,035	1,625
						2	2					4	9	44
6	8	6	15	1	1	235	435	180	560	10	38	1,284	8,688	5,088
						8	38					140	226	144
														14
5	5	1	1			121	237	37	279	1,794	38,456	4,091	102,940	17,117
7	19			4	36	195	472	64	2,138			1,648	7,907	4,554
												4	8	825
														1,620
						180	204					230	546	65,818
				28	87	5	3			34	172	15,877	132,112	65,818
						3	3			41	362	14,292	48,138	24,870
										3	3	21,36	24,426	437
						9	357	236	1,669	920	20,869	2,514	28,148	3,467
						1	3	34	890					7
												96	128	45
												17	38	278
														32
												5	28	139
														168
														159
						4	17					22	76	52
														39
								1	1			184	943	627
						1	2	2,116	37,780	21	42	2,973	18,313	589
														4,636
3	10							90	11,732	2	8	456	12,817	2,384
2	12	3	4	2	2	2	2	3	3	1	1	119	454	641
												289	1,303	1,633
										1	1	248	862	532
														35
313	1,489	662	6,368	589	9,090	2,842	9,354	9,337	127,564	5,082	124,591	32,944	655,586	286,177

TABLE 1 (CONTINUED)

Department	Administrative		Executive		Clerical		Typing		Superior		Miscellaneous	
	Staff FTE	Trained days	Staff FTE	Trained days	Staff FTE	Trained days	Staff FTE	Trained days	Staff FTE	Trained days	Staff FTE	Trained days
Boys' Forward Public Building and Works, Ministry of (including Ancient Monuments (Scotland) R.C.)	19	390	667	2,490	3,164	4,140	419	5,513	16	36	28	28
Public Prosecutions Department	—	—	4	4	2	2	2	6	—	—	—	—
Public Record Office	—	—	18	50	11	57	—	—	—	—	—	—
Public Tunes Office	—	—	10	764	36	940	—	—	—	—	—	—
Public Works Loan Board	—	—	12	36	2	6	—	10	—	—	—	—
Scottish Secretary, Ministry of Sassanary Office	8	76	9,442	34,667	25,020	100,923	194	1,894	—	—	39	39
Supreme Court of Judicature (Lord Chancellor's Department)	—	—	242	1,716	340	583	196	437	—	—	21	11
Supreme Court (N.I.)	—	—	66	216	127	216	48	178	—	—	—	—
The Gullery	—	—	—	—	—	—	—	—	—	—	—	—
Technical, Ministry of Trade, Board of (including Regime of Restrictive Trading Agreements)	16	125	1,222	3,588	3,945	3,993	481	2,060	—	—	4	12
Transport, Ministry of Treasury (including United Kingdom, Library and Supply Commission in the USA (including newly employed staff), Office of the Parliamentary Counsel, Government Headquarters, Ministry without Portfolio, Office of the Lord Privy Seal, Civil Service Council for Further Education)	71	492	2,547	7,067	2,075	2,429	163	129	—	—	—	—
Treasury Solicitor	22	70	466	1,333	488	1,784	171	1,563	4	4	11	16
Value Commission	—	—	—	—	—	—	—	—	—	—	—	—
Wells, Office (including Ancient Monuments in Wales and Mon.)	—	—	2	2	6	18	2	6	—	—	—	—
Scottish Department Accountant of Court Agriculture and Fisheries Department of (Scotland) Court of Session Crown Office (including Prosecution (Fiscal Service) General Register Office (Scotland) Lord Advocate's Department	3	131	186	698	226	484	72	271	28	129	—	—
National Gallery (Scottish) National Library (Scotland) National Savings Committee for Scotland Registrar of Scotland Scottish Development Department Scottish Education Department	—	—	—	—	—	—	—	—	—	—	—	—
Scottish Home and Health Department (including Rachgarth Office, Scotland and Scottish Law Commission)	—	—	—	—	—	—	—	—	—	—	—	—
Scottish Land Court Scottish Revenue Office Sheriff Clerk Service	—	—	—	—	—	—	—	—	—	—	—	—
TOTAL	807	5,642	41,315	263,280	66,463	295,418	5,174	33,248	426	1,793	1,174	12,844

\*As at 31 January 1967

Timothy . . . 1,680  
 Treasury Subordinate Depts. . . 117  
 (included for the first time)

† Includes figure of 1,484 in respect of  
 R.M. Police staff

TABLE 1 (CONTINUED)

Scientific Officer		Experimental		Scientific Assistant		Professional		Technical		Auxiliary Technical & Miscellaneous etc.		Total Staff Trained	Total Trainers days	Total Non-Indigenous Staff
Staff Trained	Trainers days	Staff Trained	Trainers days	Staff Trained	Trainers days	Staff Trained	Trainers days	Staff Trained	Trainers days	Staff Trained	Trainers days			
323	1,483	682	5,160	992	9,050	2,881	9,856	9,237	127,396	3,092	124,791	32,844	683,186	206,177
2	2	5	12	7	33	584	1,936	1,536	13,602	674	387	1,681	21,729	21,589
—	—	—	—	—	—	—	—	—	—	—	—	9	19	185
—	—	—	—	—	—	—	—	—	—	12	16	45	125	170
—	—	—	—	—	—	—	—	—	—	—	—	32	1,784	340
—	—	—	—	—	—	—	—	—	—	—	—	13	49	51
—	—	—	—	—	—	17	100	—	—	146	3,081	36,136	140,379	38,077
—	—	—	—	—	—	—	—	280	869	39	356	1,031	6,136	3,161
—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
—	—	—	—	—	—	—	—	—	—	—	—	216	622	1,219
—	—	—	—	—	—	—	—	—	—	—	—	—	—	100
457	1,959	449	1,382	154	625	314	1,070	1,193	4,043	286	585	6,813	19,680	22,714
—	—	—	—	59	194	78	433	1,902	27,474	489	10,324	6,494	48,596	17,359
76	154	48	69	23	33	122	448	107	668	769	7,159	2,351	11,401	7,039
—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
4	6	—	—	—	—	6	23	3	6	1	3	583	2,584	1,809
—	—	—	—	—	—	—	—	—	—	—	—	10	31	346
—	—	—	—	—	—	—	—	—	—	—	—	—	—	43
—	—	—	—	—	—	3	4	—	—	—	—	39	172	475
—	—	—	—	—	—	—	—	—	—	—	—	—	—	30
3	23	5	15	8	16	40	1,667	21	47	11	58	382	2,817	2,779
—	—	—	—	—	—	—	—	—	—	—	—	—	—	63
—	—	—	—	—	—	—	—	—	—	—	—	—	—	322
—	—	—	—	—	—	—	—	—	—	—	—	22	114	263
—	—	—	—	—	—	—	—	—	—	—	—	3	9	13
—	—	—	—	—	—	—	—	—	—	—	—	—	—	78
—	—	—	—	—	—	—	—	—	—	—	—	—	—	122
—	—	—	—	—	—	—	—	—	—	—	—	4	35	86
—	—	—	—	—	—	—	—	—	—	—	—	15	169	262
—	—	—	—	—	—	36	129	7	25	—	—	181	690	847
—	—	—	—	—	—	1	3	—	—	—	—	169	619	797
—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
—	—	—	—	—	—	10	16	3	3	—	—	435	1,594	1,451
—	—	—	—	—	—	—	—	—	—	—	—	—	14	18
—	—	—	—	—	—	—	—	—	—	—	—	—	—	84
—	—	—	—	—	—	—	—	—	—	—	—	206	1,081	526
874	2,833	1,189	8,032	856	10,141	4,272	15,123	15,471	171,589	7,359	146,230	144,997	938,295	423,396

# Table IIa

## NON-INDUSTRIAL CIVIL SERVICE (excluding the Post Office) IN-SERVICE TRAINING

### NEW ENTRANT INDUCTION

Year ending 31st July 1967

Department	Total Recruits												
	Administrative	Executive	Chief	Typist	Department	Managerial	Stenographic	Experimental Officer	Scientific Assistant	Production	Technical	Technical Assistant and Miscellaneous staff	Total Recruits
Agriculture, Fisheries and Food, Ministry of	11	71	988	281	30	121	14	28	131	285	185	23	2,100
British Museum	—	—	139	21	—	125	—	—	—	—	—	—	266
British Museum (Natural History)	—	—	1	6	—	23	5	5	22	—	—	4	66
Customs Office	1	—	31	—	—	—	—	—	—	—	1	—	42
Library Commission	—	—	38	6	—	7	—	—	—	—	—	—	69
Civil Service Commission	—	6	217	7	—	12	3	—	—	4	—	—	289
Civil Service Pay Research Unit	—	—	—	—	—	—	—	—	—	—	—	—	—
Customs House	—	—	439	—	—	—	—	—	—	—	—	—	439
Customs House Office	—	3	72	—	—	—	—	—	—	—	—	—	75
Customs and Excise	1	489	618	—	—	—	—	—	—	1	—	—	2,494
Defence (Air) Ministry of	—	3	212	39	—	64	—	1	—	—	—	—	482
Defence (Army) Ministry of	—	21	1,660	382	—	26	—	29	—	—	—	—	2,022
Defence (Navy) Ministry of	—	38	1,318	357	—	46	—	121	—	—	—	—	1,479
Economic Affairs, Department of (including National Board for Productivity)	10	39	1,276	288	—	380	37	36	131	58	167	—	1,718
Education and Science, Department of (including Victoria and Albert Museum and Science Museum)	23	27	68	36	1	7	8	12	3	2	—	—	181
Environm. and Agric. Department	9	91	312	125	41	38	1	3	38	6	47	33	799
Export Credits Guarantee Department	—	44	28	—	—	—	—	—	—	—	—	—	65
Foreign Office	—	52	549	21	—	66	—	—	—	—	—	—	207
Friendly Societies Agency	—	3	6	5	—	3	—	—	—	—	—	—	17
General Register Office	—	15	73	2	—	11	—	—	—	—	14	—	121
Goverm. Artillery	—	—	3	—	—	—	—	—	—	—	—	—	3
Health, Ministry of	8	28	300	36	3	34	2	6	1	57	46	65	1,001
Health, Welsh Board of	—	—	—	—	—	—	—	—	—	—	—	—	—
Historical Manuscripts Commission	—	—	—	—	—	—	—	—	—	—	—	—	—
Historical Monuments (England) R.C.	—	—	3	4	—	—	—	—	—	—	—	—	7
Home Office	8	82	530	194	25	99	27	39	9	28	19	1,043	1,288
Housing and Local Government, Ministry of (including Water Resources Board)	23	163	407	94	22	37	—	—	—	64	39	17	889
Immigration, Ministry of (including Government Social Survey Department)	—	1	159	27	—	20	—	—	—	87	1	—	214
Internal Revenue	—	212	1,211	192	—	29	—	—	—	—	—	—	1,644
Labour, Ministry of	—	132	18,312	569	27	97	—	—	—	34	4	42	11,584
Land Commission	—	68	85	11	—	3	—	—	—	—	—	—	177
Land Registry	—	22	383	88	—	111	—	—	—	4	1	—	467
Law Officers Department	—	—	—	—	—	—	—	—	—	—	—	—	—
London Museum	—	—	—	—	—	—	—	—	—	—	—	—	—
Mint, Royal	—	5	34	4	—	6	—	—	—	—	—	—	44
National Debt Office	—	—	—	—	—	—	—	—	—	—	—	—	—
National Economic Development Office	—	—	—	—	—	—	—	—	—	—	—	—	—
National Gallery	—	—	—	—	—	—	—	—	—	—	—	—	—
National Maritime Museum	—	—	3	2	—	—	—	—	—	—	—	—	5
National Parks Commission	—	1	4	1	—	1	—	—	—	4	1	—	14
National Periodic Gallery	—	—	—	—	—	—	—	—	—	—	—	—	—
National Savings Committee	—	30	33	46	—	1	—	—	—	—	—	—	121
Office of the Parliamentary Commissioner for Administration	—	—	5	1	—	3	—	—	—	—	—	—	9
Ordnance Survey	—	3	27	6	—	3	—	—	—	—	39	48	411
Total all	127	2,068	25,484	2,937	151	1,384	119	180	695	657	1,352	1,564	36,654

\*Includes a backlog from previous year.

†This figure includes as Ministry of Land & National Resources staff, absorbed into this Department in 1966-67.

[illegible]

TABLE 11a (CONTINUED)

Department	Total Recruits												
	Administrative	Executive	Clerical	Typing	Superintendant	Managerial	Scientific Officer	Experimental Officer	Scientific Assistant	Professional	Technical	Technical Assistant and Maintenance etc. Staff	Total Recruits
<b>Total by</b>	125	2,064	22,498	2,357	131	1,234	105	180	485	637	1,342	1,564	36,664
Overseas Development, Ministry of (including Directorate of Overseas Survey and Tropical Products Institute)	8	72	179	38	—	54	13	3	—	24	43	4	384
Immigration Control Office	—	—	34	—	—	4	—	—	—	—	—	—	38
Prison, Ministry of	2	16	102	40	30	11	5	9	19	13	1	11	151
Practical Probation Registry (including District Probation Registers)	—	6	26	—	—	9	—	—	—	—	—	—	41
Prison, Ministry of	—	—	—	—	—	—	—	—	—	—	—	—	—
Public Buildings and Works, Ministry of (including Architectural Museum (Scotland) R.C.)	1	66	805	125	9	44	—	2	8	35	651	131	1,545
Public Prosecutions Department	—	—	3	—	—	21	—	—	—	—	—	—	24
Public Record Office	—	15	91	5	—	4	—	—	—	6	—	—	117
Public Works Loan Board	—	—	3	—	—	—	—	—	—	—	—	—	3
Social Security, Ministry of	6	76	1,116	423	—	121	—	—	9	—	250	10,340	12,365
Stationery Office	—	30	226	—	—	—	—	—	—	34	—	—	290
Supreme Court of Judicature (Lord Chancellor's Department)	—	3	124	41	—	40	—	—	—	17	—	7	232
Supreme Court (N.I.)	—	—	—	—	—	—	—	—	—	—	—	—	—
Tate Gallery	—	—	—	—	—	—	—	—	—	—	—	—	—
Technology, Ministry of	—	—	—	—	—	—	—	—	—	—	—	—	—
Trade, Board of (including Registrar of Restrictive Trading Agreements)	16	36	493	150	—	—	—	—	—	—	—	—	695
Transport, Ministry of	11	104	679	130	—	31	22	33	29	90	547	123	1,362
Treasury (including United Kingdom Treasury and Supply Delegation in the U.S.A. (including locally engaged staff) Office of the Parliamentary Counsel, Government Hospitality, Museum without Portfolio, Office of the Lord Privy Seal, Civil Service Council for Further Education)	—	—	—	—	—	—	—	—	—	—	—	—	—
Treasury Solicitor	22	44	96	39	—	42	3	—	—	23	1	4	279
Welsh Office (including Assistant Ministers in Wales & Men.)	—	—	13	3	—	5	—	—	—	6	—	—	27
Welsh Office (including Assistant Ministers in Wales & Men.)	—	3	50	14	—	—	—	—	—	—	—	—	67
Scottish Departments	—	—	—	—	—	—	—	—	—	—	—	—	—
Agreement of Court	—	—	—	—	—	—	—	—	—	—	—	—	—
Agriculture and Fisheries Department of (Scotland)	1	13	107	40	—	—	3	7	9	15	99	9	165
Court of Session	—	—	—	—	—	—	—	—	—	—	—	—	—
Court of Session	—	—	—	—	—	—	—	—	—	—	—	—	—
Crown Office (including Procurator Fiscal)	—	—	—	—	—	—	—	—	—	—	—	—	—
General Register Office (Scotland)	—	—	15	3	—	3	—	—	—	3	—	5	27
Lord Advocate's Department	—	—	—	—	—	—	—	—	—	—	—	—	—
National Galleries (Scotland) (including National Museum of Antiquities, Scotland)	—	—	—	—	—	—	—	—	—	—	—	—	—
National Library (Scotland)	—	—	—	—	—	—	—	—	—	—	—	—	—
National Services Committee for Scotland	—	—	—	—	—	—	—	—	—	—	—	—	—
Officers of Scotland	—	4	16	9	—	—	—	—	—	—	—	4	33
Scottish Development Department	1	19	61	35	—	3	—	—	—	17	16	—	190
Scottish Education Department	2	11	34	15	4	2	—	—	—	1	5	1	99
Scottish Home and Health Department (including Engineering Office, Scotland and Scottish Law Commission)	2	10	68	52	6	20	—	—	—	11	5	—	201
Scottish Land Court	—	—	—	—	—	—	—	—	—	—	—	—	—
Designs Patent Office	—	—	—	—	—	—	—	—	—	—	—	—	—
Scottish Clerk Service	—	1	24	—	—	—	—	—	—	—	—	—	25
<b>GRAND TOTAL</b>	285	3,295	37,164	4,329	190	1,617	185	234	760	1,077	2,314	2,189	59,999

NOTE—Tables 2A, B and C give breakdowns of the information in Table 1, as follows:

Table 2A: Training carried out in the Department. Now exempt induction by donor

Table 2B: Training carried out in the Department. Other types of course, by level

Table 2C: Training carried out in other Departments (including the Treasury). Courses other than new recruit induction, by level



Table 11b

NON-INDUSTRIAL CIVIL SERVICE (excluding the Post Office)  
IN-SERVICE TRAININGINTERNAL COURSES OTHER THAN  
NEW-ENTRANT INDUCTION

Year ending 31st July 1967

Departments	Courses Mounted						Average days training per trainee	Average Number of Trainees per Course	Total Staff		
	A	B	C	D	E	Total			A	B	C
Agriculture, Fisheries & Food, Ministry of	85	17	16	—	6	124	5.6	17.3	1,367	338	377
British Museum	—	—	—	—	—	—	—	—	—	—	—
British Museum (Natural History)	—	—	—	—	—	—	—	—	—	—	—
Cabinet Office	—	—	—	—	3	3	0.5	19	—	—	—
Charity Commission	—	—	—	—	—	—	—	—	—	—	—
Civil Service Commission	—	1	—	4	—	5	4.0	2.2	—	7	—
Civil Service Pay Research Unit	—	—	—	—	—	—	—	—	—	—	—
County Courts	4	14	—	—	—	18	4.4	15	48	223	—
Crown Estate Office	—	—	—	—	—	—	—	—	—	—	—
Customs and Excise	143	14	2	—	32	211	15.6	8.6	1,330	181	20
Defence (Central), Ministry of	21	—	—	6	3	30	2.1	9.4	261	—	—
Defence (Air), Ministry of	239	51	18	121	—	429	11.0	8.3	2,278	505	406
Defence (Army), Ministry of	176	105	173	61	213	729	6.2	8.2	2,121	1,208	444
Defence (Navy), Ministry of	400	97	13	181	6	697	7.4	6	2,739	917	372
Economic Affairs, Department of (including National Board for Prices & Incomes)	1	—	—	—	—	1	0.5	—	46	—	—
Education and Science, Department of (including Victoria and Albert Museum and Science Museum)	22	22	—	—	2	46	2.9	19.4	620	259	—
Exchequer and Audit	1	—	—	—	—	1	4.0	19	19	—	—
Export Credits Guarantee Department	31	9	—	—	—	40	3.3	14	421	123	—
Fine Arts Commission, Royal	—	—	—	—	—	—	—	—	—	—	—
Friendly Societies Registry	1	—	—	1	—	2	1.7	5	3	—	—
General Register Office	4	1	5	—	—	10	3.0	14.9	65	23	61
Government Actuary	—	—	—	—	—	—	—	—	—	—	—
Health, Ministry of	132	21	6	29	138	326	2.2	10.1	964	280	51
Health, Welsh Board of	—	—	—	—	4	4	1.0	25	—	—	—
Historical Manuscripts Commission	—	—	—	—	—	—	—	—	—	—	—
Historical Monuments (England) R.C.	—	—	—	—	—	—	—	—	—	—	—
Home Office	121	21	13	51	3	209	18.5	17	2,894	400	139
Housing and Local Government, Ministry of (including Water Resources Board)	20	27	4	16	1	68	5.0	14	237	440	138
Imperial War Museum	—	—	—	—	—	—	—	—	—	—	—
Information, Central Office of (including Government Social Survey Department)	6	—	—	—	5	11	2.7	9.3	67	—	—
Inland Revenue	1,208	168	6	94	43	1,519	7.7	10.9	13,554	1,968	225
Labour, Ministry of	742	265	8	3	185	1,203	3.3	9.6	8,367	2,791	94
Land Commission	131	—	—	—	2	133	13.2	13.5	1,772	—	—
Land Registry	298	40	—	—	2	340	33.0	5	1,242	457	—
Law Officers' Department	—	—	—	—	—	—	—	—	—	—	—
London Museum	—	—	—	—	—	—	—	—	—	—	—
Mint, Royal	—	9	—	—	—	9	2.0	7	—	68	—
National Debt Office	—	—	—	—	—	—	—	—	—	—	—
National Economic Development Office	—	—	—	—	—	—	—	—	—	—	—
National Gallery	—	—	—	—	—	—	—	—	—	—	—
National Maritime Museum	—	—	—	—	—	—	—	—	—	—	—
National Parks Commission	—	—	—	—	—	—	—	—	—	—	—
Total of	3,786	883	264	567	668	6,168	—	—	40,415	10,183	3,327

Code:

- A = Vocational and specialist training  
 B = Supervision and Management training  
 C = Refresher training (including seminars, conferences and colloquia)

- D = Typing training (all forms)  
 E = Others





TABLE IIb (CONTINUED)

Departments	Courses Mounted						Average days training per trainee	Average Number of Trainees per Course	Total Staff		
	A	B	C	D	E	Total			A	B	C
Total of	3,186	883	264	367	668	6,168	—	—	40,415	10,188	2,327
National Portrait Gallery	8	—	1	—	—	9	4.3	9	69	—	11
National Savings Committee	—	—	—	—	—	—	—	—	—	—	—
Office of the Parliamentary Commissioner for Administration	135	9	2	—	—	146	27.0	14.5	1,617	119	392
Ordinance Survey	—	—	—	—	—	—	—	—	—	—	—
Overseas Development, Ministry of (including Directorate of Overseas Survey and Tropical Products Institute)	5	—	—	1	—	6	1.8	13.5	66	—	—
Paymaster General's Office	9	—	—	—	—	9	3.1	9	79	—	—
Power, Ministry of	2	3	—	—	4	9	1.1	18	12	36	—
Principal Probate Registry (including District Probate Registries)	12	2	—	—	—	14	3.8	13.7	160	32	—
Privy Council Office	—	—	—	—	—	—	—	—	—	—	—
Public Building and Works, Ministry of (including Ancient Monuments (Scotland) R.C.)	140	29	4	—	262	435	2.7	13.1	2,031	469	125
Public Prosecutions Department	—	—	—	—	—	—	—	—	—	—	—
Public Record Office	4	—	—	—	—	4	4.7	2.5	10	—	—
Public Trustee Office	—	—	—	—	—	—	—	—	—	—	—
Public Works Loan Board	—	—	—	—	—	—	—	—	—	—	—
Social Security, Ministry of	1,594	84	135	22	9	1,754	3.1	15.8	23,870	997	2,638
Stationery Office	62	1	2	N.A.	37	152	5.3	4	342	12	2
Supreme Court of Judicature (Lord Chancellor's Department)	2	—	2	—	5	9	2.3	11.1	15	—	24
Supreme Court (N.L.)	—	—	—	—	—	—	—	—	—	—	—
Tate Gallery	—	—	—	—	—	—	—	—	—	—	—
Technology, Ministry of	331	58	27	43	17	496	3.0	11	3,671	902	386
Trade, Board of (including Registrar of Restrictive Trading Agreements)	300	27	18	—	2	347	7.9	17.2	5,441	413	87
Transport, Ministry of	104	9	6	—	28	147	5.2	10.4	919	120	65
Treasury (including United Kingdom Treasury and Supply Delegation in the U.S.A. (excluding locally engaged staff), Office of the Parliamentary Counsel, Government Hospitality, Ministers without Portfolio, Office of the Lord Privy Seal, Civil Service Council for Further Education)	24	—	23	87	2	136	4.9	2.2	53	—	161
Treasury Solicitor	—	—	—	—	—	—	—	—	—	—	—
Welsh Collection	—	—	—	—	—	—	—	—	—	—	—
Welsh Office (including Ancient Monuments in Wales and Mon.)	—	—	—	—	—	—	—	—	—	—	—
Scottish Departments	—	—	—	—	—	—	—	—	—	—	—
Accountant of Court	—	—	—	—	—	—	—	—	—	—	—
Agriculture and Fisheries, Department of (Scotland)	21	4	—	—	—	25	4.4	6.3	102	57	—
Court of Justiciary	—	—	—	—	—	—	—	—	—	—	—
Court of Session	—	—	—	—	—	—	—	—	—	—	—
Crown Office (including Procurator Fiscal)	—	—	—	—	—	—	—	—	—	—	—
General Register Office	—	—	—	—	—	—	—	—	—	—	—
Total c/f	6,469	1,109	484	720	1,084	9,865	—	—	78,872	13,335	6,218

TABLE 11b (CONTINUED)

Number of Trainees			Total Number of Trainee Days						Level of students						
D	E	Total	A	B	C	D	E	Total	C.E.O. and above	S.E.O.	H.E.O.	E.O.	C.O. and below	Typists (all forms)	Others
1,362	5,478	59,770	424,350	42,624	7,399	7,187	30,394	511,954	1,549	1,840	7,369	23,006	23,619	1,521	866
—	—	80	335	—	11	—	—	346	—	—	23	—	57	—	—
—	—	2,128	56,486	720	392	—	—	57,398	—	—	53	362	1,713	—	—
14	—	80	132	—	—	14	—	146	—	—	—	—	66	14	—
—	113	79	247	—	—	—	113	247	—	—	4	17	58	—	—
—	—	161	36	36	—	—	—	185	23	21	14	27	72	4	—
—	—	192	687	32	—	—	—	719	33	26	24	47	58	4	—
—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
—	3,085	5,710	9,065	1,974	81	—	3,961	15,081	119	234	1,157	1,472	2,727	—	1
—	—	10	47	—	—	—	—	47	—	—	5	3	2	—	—
—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
53	198	27,736	75,130	4,730	2,949	295	3,197	86,301	57	616	1,345	7,063	18,609	54	12
45	197	998	1,834	54	6	350	912	3,196	1	3	26	149	332	66	21
—	61	100	97	—	12	—	122	231	3	2	33	2	55	5	—
—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
373	207	5,539	10,105	3,614	453	1,969	606	16,747	456	311	845	1,795	1,634	444	51
—	36	5,977	45,621	1,029	314	—	340	47,304	77	154	422	2,853	2,335	136	—
—	443	1,537	6,365	580	611	—	443	7,999	120	40	200	331	796	90	—
—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
87	2	303	678	—	335	458	1	1,472	—	2	1	16	130	122	32
—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
—	—	139	588	103	—	—	—	691	8	9	27	51	61	—	3
—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
1,934	9,820	110,179	631,840	55,496	12,563	10,273	40,089	750,264	2,446	3,258	11,548	37,194	52,324	2,420	989

TABLE IIb (CONTINUED)

Departments	Courses Mounted						Average days training per trainee	Average Number of Staff Trained per Course	Total Staff		
	A	B	C	D	E	Total			A	B	C
Total b/f	6,469	1,109	484	720	1,086	9,866	—	—	78,872	13,335	6,218
Lord Advocate's Department	—	—	—	—	—	—	—	—	—	—	—
National Galleries (including National Museum of Antiquities), Scotland	—	—	—	—	—	—	—	—	—	—	—
National Library (Scotland)	—	—	—	—	—	—	—	—	—	—	—
National Savings Committee for Scotland	—	—	—	—	2	2	2.5	2	—	—	—
Registers of Scotland	—	—	—	—	—	—	—	—	—	—	—
Scottish Development Department	—	—	—	—	—	—	—	—	—	—	—
Scottish Education Department	2	—	—	—	—	2	4.0	2	4	—	—
Scottish Home and Health Department (including Exchequer Office, Scotland and Scottish Law Commission)	—	—	—	1	1	2	2.0	9	—	—	—
Scottish Land Court	—	—	—	—	—	—	—	—	—	—	—
Scottish Record Office	—	—	—	—	—	—	—	—	—	—	—
Sheriff Clerk Service	13	—	1	—	—	14	5.7	13	144	—	35
GRAND TOTAL	6,484	1,109	485	721	1,087	9,886	6.8	11.0	79,020	13,335	6,253

TABLE IIb (CONTINUED)

Number of Trained			Total Number of Training Days						Level of students						
D	E	Total	A	B	C	D	E	Total	C.E.O. and above	S.E.O.	H.E.O.	E.O.	C.O. and below	Typists (all forms)	Others
1,934	9,820	110,179	631,843	55,496	12,563	10,273	40,089	750,264	2,446	3,258	11,548	37,194	52,324	2,420	989
—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
—	4	4	—	—	—	—	10	10	—	—	—	3	1	—	—
—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
—	—	4	16	—	—	—	—	16	—	—	—	4	—	—	—
6	12	18	—	—	—	28	36	64	—	—	—	—	12	6	—
—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
—	—	179	957	—	70	—	—	1,027	8	15	12	31	113	—	—
1,940	9,836	110,384	632,816	55,496	12,633	10,301	40,135	751,381	2,454	3,273	11,560	37,232	52,450	2,426	989

# Table IIc

NON-INDUSTRIAL CIVIL SERVICE (excluding the Post Office)  
IN-SERVICE TRAINING

## INTER-DEPARTMENTAL COURSES (OTHER THAN NEW ENTRANT INDUCTION)

Year ending 31 st July 1967

Departments	Number of Courses attended						Average days training per trainee	Average Number of Staff Trained per Course	Total Staff		
	A	B	C	D	E	Total			A	B	C
Agriculture, Fisheries & Food, Ministry of	3	12	2	—	6	23	17.0	1.4	6	28	2
British Museum	2	1	—	1	—	4	1.8	4.3	3	12	—
British Museum (Natural History)	—	—	—	—	—	—	—	—	—	—	—
Cabinet Office	—	14	—	8	7	29	9.5	—	—	14	—
Charity Commission	6	9	—	3	—	18	5.2	1	6	10	—
Civil Service Commission	6	28	—	4	—	38	3.6	2	7	65	—
Civil Service Pay Research Unit	—	—	—	—	—	—	—	—	—	—	—
County Courts	—	—	—	—	—	—	—	—	—	—	—
Crown Estate Office	4	9	1	1	—	19	1.9	4.2	45	31	2
Customs and Excise	53	10	—	2	2	67	7.2	1.2	66	30	—
Defence (Central), Ministry of	8	11	—	11	9	39	6.0	1.7	21	44	—
Defence (Air), Ministry of	40	22	—	205	—	267	4.9	1.5	61	74	—
Defence (Army), Ministry of	50	19	14	53	—	136	6.1	1.5	96	23	21
Defence (Navy), Ministry of	71	39	4	125	—	239	8.7	2	253	119	30
Economic Affairs, Department of (including National Board for Prices & Incomes)	5	12	1	20	—	38	4.5	1.1	9	15	1
Education & Science, Department of (including Victoria & Albert Museum and Science Museum)	17	16	3	4	2	42	8.9	1.4	27	20	3
Exchequer and Audit	17	2	—	—	—	19	4.3	3.5	63	4	—
Export Credits Guarantee Department	6	8	—	4	10	28	7.4	1	6	8	—
Fine Arts Commission, Royal	—	—	—	—	—	—	—	—	—	—	—
Friendly Societies Registry	1	12	—	—	—	13	3.9	1	1	13	—
General Register Office	17	29	3	—	—	49	4.2	1.4	21	43	5
Government Actuary	2	1	—	1	—	4	2.3	1	2	1	—
Health, Ministry of	32	22	3	1	10	68	4.8	3	100	43	5
Health, Welsh Board of	20	7	—	—	—	27	3.2	1	30	10	—
Historical Manuscripts Commission	—	—	—	—	—	—	—	—	—	—	—
Historical Monuments (England) R.C.	—	—	—	—	—	—	—	—	—	—	—
Homes Office	7	24	3	5	3	42	10.8	1.5	13	41	3
Housing & Local Government, Ministry of (including Water Resources Board)	12	25	—	9	17	63	7.9	2	13	36	—
Imperial War Museum	—	—	—	2	—	2	2.0	2	—	—	—
Information, Central Office of (including Government Social Survey Dept.)	3	6	—	—	3	12	6.4	1.5	6	9	—
Inland Revenue	66	13	1	11	—	91	10.5	1.6	116	16	1
Labour, Ministry of	9	10	—	88	2	109	7.2	1	11	10	—
Land Commission	10	5	—	41	—	56	2.1	3.2	128	12	—
Land Registry	37	1	10	126	—	174	8.3	1	63	1	10
Law Officers' Department	—	—	—	—	—	—	—	—	—	—	—
London Museum	—	—	—	—	—	—	—	—	—	—	—
Mint, Royal	2	16	—	—	—	18	4.8	1	2	16	—
National Debt Office	6	1	—	—	—	7	3.4	2.4	10	7	—
National Economic Development Office	—	1	—	1	3	5	3.6	1	—	1	—
National Gallery	—	—	—	—	—	—	—	—	—	—	—
Total of	516	405	45	728	74	1,768	—	—	1,185	739	83

Code: A = Vocational and specialist training  
B = Supervision and Management training  
C = Refresher training (including seminars, conferences and colloquia)

D = Typing training (all forms)  
E = Others

Number of Trainees			Total Number of Trainee Days							Level of Students (see Note 3)						
B	E	Total	A	B	C	D	E	Total	C.E.O. and above	S.E.O.	H.E.O.	E.O.	C.O. and below	Typists (off force)	Others	
—	6	35	36	512	3	—	43	594	10	2	18	3	—	—	—	
2	—	17	8	12	—	10	—	30	—	1	—	12	—	—	—	
6	9	31	—	248	—	21	24	293	3	—	6	—	—	—	—	
3	—	19	33	50	—	15	—	98	—	1	7	13	—	8	—	
7	—	79	74	183	—	25	—	282	—	5	11	6	—	3	—	
—	—	—	—	—	—	—	—	—	—	—	—	56	—	—	—	
—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	
3	—	81	34	55	56	9	—	154	—	15	22	31	10	3	—	
2	2	80	444	97	—	10	21	572	25	15	22	15	1	2	—	
20	13	98	235	216	—	70	74	595	5	5	22	42	2	20	—	
280	—	415	323	336	—	1,349	—	2,008	11	10	49	54	3	280	—	
69	—	209	1,103	207	54	336	—	1,700	7	17	40	73	9	69	—	
170	—	572	2,771	1,062	133	1,032	—	4,988	52	52	45	232	9	182	—	
20	—	65	62	95	5	40	—	202	4	—	2	16	3	20	—	
5	2	57	121	344	8	15	20	508	7	7	25	13	5	—	—	
—	—	67	286	4	—	—	—	290	2	5	7	48	5	—	—	
4	10	28	28	67	—	12	100	207	6	2	9	7	4	—	—	
—	—	14	1	53	—	—	—	54	—	—	—	—	—	—	—	
—	—	69	85	200	7	—	—	292	3	10	17	33	6	—	—	
1	—	4	4	3	—	2	—	9	1	1	1	—	—	1	—	
2	54	204	489	378	4	8	108	987	64	34	69	29	6	2	—	
—	—	40	75	51	—	—	—	126	11	1	6	9	13	—	—	
—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	
5	6	68	76	551	11	23	76	757	40	5	9	9	—	5	—	
10	65	124	237	509	—	31	199	976	42	26	23	17	6	10	—	
4	—	4	—	—	—	8	—	8	—	—	—	—	—	4	—	
—	4	19	31	56	—	—	34	121	1	7	8	3	—	—	—	
15	—	148	865	638	2	58	—	1,553	50	24	47	11	1	15	—	
89	3	113	130	107	—	527	33	797	6	4	7	7	—	89	—	
41	—	181	100	52	—	233	—	385	4	9	37	58	12	41	—	
126	—	200	1,157	1	12	494	—	1,664	3	5	12	2	52	126	—	
—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	
—	—	18	6	80	—	—	—	86	—	—	—	—	—	—	—	
—	—	17	51	7	—	—	—	58	2	2	10	1	7	—	—	
1	3	5	—	3	—	4	11	18	1	—	1	1	2	1	—	
—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	
887	177	3,061	8,865	6,167	295	4,322	743	20,392	362	266	540	817	183	188	5	

## NOTE

1. This table shows staff who were trained at courses (including Treasury courses), run by Departments other than their own.
2. The column 'Average number of staff trained per course' includes only the guest Department's staff.
3. Departments were asked to assess the level of students by reference to executive and clerical grades. The category 'Others' mainly includes messengerial staff.

TABLE IIc (CONTINUED)

Departments	Number of Courses attended						Average days training per trainee	Average Number of Staff Trained per Course	Total Staff		
	A	B	C	D	E	Total			A	B	C
Total b/f	516	405	45	728	74	1,768	—	—	1,145	729	83
National Maritime Museum	—	—	—	—	—	—	—	—	—	—	—
National Parks Commission	4	2	1	1	—	8	2.8	2	7	2	2
National Portrait Gallery	—	—	—	—	—	—	—	—	—	—	—
National Savings Committee	3	9	3	18	1	34	3.5	1	3	9	3
Office of the Parliamentary Commissioner for Administration	—	—	—	2	—	2	2.0	1	—	—	—
Ordnance Survey	22	1	—	11	—	34	11.2	1.3	33	1	—
Overseas Development, Ministry of (including Directorate of Overseas Survey and Tropical Products Institute)	10	22	—	7	4	43	6.2	1.7	11	52	—
Paymaster General's Office	6	7	—	—	—	13	3.5	1	6	7	—
Power, Ministry of	11	14	—	14	3	42	10.4	1.8	13	17	—
Principal Probate Registry (including District Probate Registries)	1	2	—	—	—	3	3.4	11	6	28	—
Privy Council Office	—	—	—	—	—	—	—	—	—	—	—
Public Building and Works, Ministry of (including Ancient Monuments (Scotland) R.C.)	76	17	1	129	1	224	5.3	2.2	261	26	1
Public Prosecutions Department	—	1	—	2	—	3	1.7	2	—	4	—
Public Record Office	1	5	—	—	1	7	4.8	1.1	1	5	—
Public Trustee Office	1	2	—	—	—	3	4.8	1.3	1	3	—
Public Works Loan Board	4	1	—	2	—	7	2.3	2	6	5	—
Social Security, Ministry of	3	4	—	2	—	9	8.6	4.3	13	18	—
Stationery Office	21	19	9	7	—	56	4.6	3	46	66	12
Supreme Court of Judicature (Lord Chancellor's Department)	4	10	—	21	3	38	5.3	1.3	4	19	—
Supreme Court (N.I.)	—	—	—	—	—	—	—	—	—	—	—
Tate Gallery	—	—	—	—	—	—	—	—	—	—	—
Technology, Ministry of	8	11	—	5	—	24	11.2	2	12	22	—
Trade, Board of (including Registrar of Restrictive Trading Agreements)	25	7	—	—	—	32	10.0	2.5	67	14	—
Transport, Ministry of	17	11	5	43	2	78	12.1	2.3	30	18	14
Treasury (including United Kingdom Treasury and Supply Delegation in the U.S.A. (excluding locally engaged staff), Office of the Parliamentary Counsel, Government Hospitality, Ministers without Portfolio, Office of the Lord Privy Seal, Civil Service Council for Further Education)	43	14	11	—	—	68	10.9	1.4	59	21	19
Treasury Solicitor	1	—	—	4	—	5	3.0	1	1	—	—
Total c/f	777	564	75	996	89	2,501	—	—	1,745	1,066	136



TABLE IIc (CONTINUED)

Number of Trained			Total Number of Trainee Days						Level of Students						
D	E	Total	A	B	C	D	E	Total	C.E.O. and above	S.E.O.	H.E.O.	E.O.	C.O. and below	Typists (all forms)	Others
887	177	1,064	8,365	6,167	295	4,322	743	20,392	162	266	540	817	183	888	5
1	—	12	16	6	6	6	—	34	1	2	2	6	—	1	—
18	1	34	11	29	3	75	1	119	—	1	5	8	2	18	—
2	—	2	—	—	—	4	—	4	—	—	—	—	—	2	—
11	—	45	477	5	—	33	—	515	1	6	7	12	8	11	—
8	4	75	72	332	—	36	29	469	8	5	5	47	2	8	—
—	—	13	15	51	—	—	—	46	—	1	6	6	—	—	—
37	6	73	118	511	—	270	60	759	14	3	5	13	1	37	—
—	—	34	60	55	—	—	—	115	27	—	6	1	—	—	—
—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
222	8	900	858	580	3	1,221	8	2,670	34	51	95	46	52	222	—
2	—	6	—	4	—	6	—	30	—	—	4	—	—	2	—
—	2	8	5	25	—	—	8	38	—	—	3	2	2	—	—
—	—	4	10	9	—	—	—	19	—	2	—	—	—	—	—
3	—	14	17	5	—	10	—	32	—	3	5	3	—	3	—
8	—	39	165	129	—	40	—	334	9	5	9	8	—	8	—
39	—	163	247	340	18	180	—	785	5	16	31	68	4	39	—
22	3	48	9	95	—	136	15	255	—	4	1	21	—	22	—
—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
8	—	42	176	270	—	24	—	470	19	4	11	—	—	8	—
—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
120	3	81	710	98	—	—	—	808	24	4	18	31	2	2	—
—	—	185	472	177	66	1,514	9	2,238	25	6	5	8	21	120	—
—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
—	—	99	846	302	29	—	—	1,077	25	35	29	8	—	2	—
4	—	5	3	—	—	12	—	15	—	1	—	—	—	4	—
1,361	204	4,563	13,152	8,870	420	7,889	873	31,204	554	415	787	1,107	277	1,798	5

TABLE IIc (CONTINUED)

<i>Departments</i>	<i>Number of Courses attended</i>						<i>Average days training per trainee</i>	<i>Average Number of Staff Trained per Course</i>	<i>Total Staff</i>		
	<i>A</i>	<i>B</i>	<i>C</i>	<i>D</i>	<i>E</i>	<i>Total</i>			<i>A</i>	<i>B</i>	<i>C</i>
<i>Total b/f</i>	777	364	75	996	89	2,301	—	—	1,745	1,066	135
Wallace Collection	—	—	—	—	—	—	—	—	—	—	—
Welsh Office (including Ancient Monuments in Wales and Mon.)	1	7	—	—	1	9	6.6	1.2	2	7	—
<i>Scottish Departments</i>	—	—	—	—	—	—	—	—	—	—	—
Accountant of Court	—	—	—	—	—	—	—	—	—	—	—
Agriculture & Fisheries, Department of (Scotland)	16	6	1	32	5	60	5.0	2.6	64	6	1
Court of Justiciary	—	—	—	—	—	—	—	—	—	—	—
Court of Session	—	—	—	—	—	—	—	—	—	—	—
Crown Office (including Procurator Fiscal)	—	—	—	—	—	—	—	—	—	—	—
General Register Office (Scotland)	11	5	—	6	—	22	5.2	1	11	5	—
Lord Advocate's Department	—	—	—	3	—	3	3.0	1	—	—	—
National Galleries (Scotland) (including National Museum of Antiquities)	—	—	—	—	—	—	—	—	—	—	—
National Library (Scotland)	—	—	—	1	1	2	7.5	1	—	—	—
National Savings Committee for Scotland	—	—	—	7	3	10	28.2	1.3	—	—	—
Registers of Scotland	—	—	—	—	—	—	—	—	—	—	—
Scottish Development Department	23	17	4	3	5	52	5.2	2	48	30	10
Scottish Education Department	24	6	1	9	—	40	4.7	2.3	65	17	1
Scottish Home and Health Department (including Exchequer Office, Scotland and Scottish Law Commission)	14	12	—	33	5	64	5.7	3	60	23	—
Scottish Land Court	—	—	—	3	—	3	4.7	1	—	—	—
Scottish Record Office	—	—	—	—	—	—	—	—	—	—	—
Sheriff Clerk Service	—	—	—	—	—	—	—	—	—	—	—
<b>GRAND TOTAL</b>	866	617	81	1,093	109	2,766	6.7	1.9	1,995	1,154	148

TABLE IIc (CONTINUED)

Number of Trained			Total Number of Trainee Days						Level of Students						
D	E	Total	A	B	C	D	E	Total	C.E.O. and above	S.E.O.	H.E.O.	E.O.	C.O. and below	Typists (all forms)	Others
1,092	204	4,543	13,152	6,870	420	7,889	873	31,204	554	415	287	1,307	277	1,098	5
—	2	11	6	63	—	—	4	73	3	3	—	5	—	—	—
—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
51	37	159	352	140	3	272	37	804	8	6	45	45	—	55	—
—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
6	—	22	50	25	—	39	—	114	1	2	2	11	—	6	—
3	—	3	3	—	—	9	—	9	—	—	—	—	—	3	—
—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
1	1	2	—	—	—	10	5	15	—	—	—	1	—	1	—
7	6	13	—	—	—	49	318	367	—	—	—	6	—	3	—
4	14	105	246	258	12	20	14	550	25	21	7	24	24	5	—
10	—	93	237	150	1	49	—	437	18	—	2	37	19	17	—
87	22	192	314	115	—	641	22	1,092	9	4	13	53	26	87	—
3	—	3	—	—	—	14	—	14	—	—	—	—	1	2	—
—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
1,564	286	5,147	14,257	9,621	436	8,932	1,273	34,679	618	451	862	1,283	347	1,581	5

Table IIIa

NON-INDUSTRIAL CIVIL SERVICE (excluding the Post Office)

EXTERNAL COURSES IN OFFICIAL TIME:  
LEADING TO RECOGNISED QUALIFICATION  
Year ending 31st July 1967

Departments	OCE 'D' Level		CCR 'A' Level		City and Guilds				ONC		MNC				MMC (Reference)	
	Day Release	Total Training Days	Day Release	Correspondence Course	Total Training Days	Full-Time Release	Block Release	Day Release	Correspondence Course	Total Training Days	Block Release	Day Release	Total Training Days	Block Release	Day Release	Total Training Days
Agriculture, Fisheries and Food, Ministry of	17	425	30	—	1,343	1	—	105	—	1,700	1	63	2,407	14	40	2,684
British Museum	—	—	—	—	—	—	—	—	—	22	—	—	—	—	—	—
British Museum (Natural History)	1	45	18	—	464	—	—	—	—	—	—	—	—	—	—	—
Cabinet Office	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Charity Commission	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Civil Service Commission	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Civil Service Pay Research Unit	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Courts Courts	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Culture, Science Office	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Customs and Excise	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Defence (General), Ministry of	—	—	1	—	13	—	—	4	—	138	—	8	239	—	—	—
Defence (Army), Ministry of	—	185	170	12	1,640	—	—	224	23	4,449	—	74	3,517	—	207	2
Defence (Air), Ministry of	17	128	64	—	3,188	—	—	175	—	5,475	—	216	7,360	—	1,375	19
Defence (Naval), Ministry of	10	252	44	—	1,494	—	—	33	1	2,933	—	332	1,444	—	16,419	20
Economic Affairs, Department of (including National Board for Prices and Incomes)	—	—	—	1	N.A.	—	—	—	—	—	—	—	—	—	13,767	3,021
Education and Science, Department of (including Victoria and Albert Museum and Science Museum)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Education and Science, Department of (including Victoria and Albert Museum and Science Museum)	1	37	3	—	111	—	—	—	—	—	—	6	322	—	3	111
Employment and Social Department	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Export Credits Guarantee Department	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
File Arts Commission, Royal	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Friendly Societies Registry	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
General Register Office	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Government Agency	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Health, Ministry of	—	—	—	—	—	—	—	3	—	131	—	6	322	—	3	143
Health, Welsh Board of	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Historical Manuscripts Commission	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Historical Manuscripts (England) R.C.	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Home Office	3	114	18	14	380	—	—	68	—	2,500	—	11	431	—	23	836
Home Office and Local Government, Ministry of (including Water Resources Board)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Imperial War Museum	1	46	2	—	74	—	—	—	—	—	—	—	—	—	2	46
Information, Central Office of (including Government Social Survey Department)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Inland Revenue	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Labour, Ministry of	—	—	1	—	17	—	—	1	—	34	—	—	—	—	6	187
Land Commission	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Land Registry	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Law Officers Department	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
London Museum	2	49	—	—	—	—	—	3	—	74	—	—	—	—	—	—
Mine, Royal	1	36	2	—	72	—	—	—	—	36	—	1	36	—	4	146
National Debt Office	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
National Economic Development Office	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
National Gallery	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
National Maritime Museum	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
National Parks Commission	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
National Portrait Gallery	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
National Science Committee	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Office of the Parliamentary Commissioner for Administration	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Overseas Survey	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Overseas Development, Ministry of (including Directorate of Overseas Survey and Tropical Products (London))	1	37	15	—	460	—	—	14	—	318	—	—	—	—	3	90
President General's Office	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Prime, Ministry of	4	148	4	—	148	—	—	13	—	481	—	25	631	—	19	703
Principal Probate Registry (including District Probate Registry)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Total of	63	1,999	381	27	10,181	2	—	729	34	33,834	2	690	34,289	14	531	34,370



TABLE IIIa (CONTINUED)

Departments	GCE 'D' Level		GCE 'A' Level			City and Guilds				OVC			MNC			NVC References	
	Day Release	Total Trainee Days	Day Release	Correspondence Course	Total Trainee Days	Full-Time Release	Block Release	Day Release	Correspondence Course	Total Trainee Days	Block Release	Day Release	Total Trainee Days	Block Release	Day Release	Correspondence Course	Total Trainee Days
Total UK	85	1,989	184	21	55,181	2	—	728	24	25,034	2	850	50,989	24	651	—	14,330
Privy Council Office	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Public Building and Works including Architect Memoranda (Greenland, R.C.)	9	307	12	—	373	—	—	9	38	1,321	1	250	9,016	—	337	—	11,838
Public Prosecutions Department	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Public Record Office	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Public Trustee Office	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Public Works Loan Board	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Social Security, Ministry of	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Statutory Office	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Supreme Court of Judicature (Lord Chancellor's Office)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Supreme Court (N.L.)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Tate Gallery	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Treasury, Ministry of	28	952	80	—	2,720	—	—	135	—	4,322	—	533	18,122	—	507	—	17,218
Trade, Board of (Including Registrar of Restrictive Trading Agreements)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Treasury, Ministry of	1	36	7	—	253	—	—	3	—	78	—	24	818	—	37	—	1,023
Treasury (Including United Kingdom Treasury and Supply Departments in the U.S.A. (including locally engaged staff), Office of The Parliamentary Counsel, Government Hospitality Fund, Minimum without Portfolio, Office of the Lord Privy Seal, Civil Service Council for Further Education)	—	—	—	—	—	—	—	—	—	—	—	34	323	—	—	—	—
Treasury Solicitor	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Wallace Collection	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Welsh Office (Including Assistant Secretaries (Wales and Mon.), R.C.)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	3	—	74
Welsh Office (Including Assistant Secretaries (Wales and Mon.), R.C.)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Scottish Departments	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Accountant of Courts	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Agriculture and Fisheries	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Department of (Scotland)	8	223	9	—	289	—	—	—	—	—	—	12	628	—	9	—	435
Customs and Excise	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Court of Sessions	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Crown Office (Including Procurator Fiscal Service)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
General Register Office (Scotland)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Lord Advocate's Department	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
National Galleries (Scotland)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
(Including National Museum of Antiquities of Scotland)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
National Library (Scotland)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
National Service Committee for Scotland	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Registrar of Scotland	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Scottish Development Department	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Scottish Education Department	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Scottish Home and Health Department (Including Education Office, Scotland, and Scottish Law Commission)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Scottish Land Court	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Scottish Record Office	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Scottish Clerk Service	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
GRAND TOTAL	100	3,513	493	27	11,784	2	9	906	24	30,255	3	1,491	53,754	14	1,834	—	68,074



Table IIIb

NON-INDUSTRIAL CIVIL SERVICE (excluding the Post Office)

EXTERNAL COURSES IN OFFICIAL TIME:  
LEADING TO RECOGNISED QUALIFICATION  
(Breakdown by qualifications and classes)

Year ending 31st July 1967

Classes	G.C.E. 'O' Level	G.C.E. 'A' Level	City and Guilds	ONC	HNC	HNC Endorsement	University Degrees (including higher degrees)									
							B.A.	B.Sc.	B.Sc.(Econ.)	LL.B.	M.Sc.	M.Sc.(Econ.)	M.A.	M.A.(Econ.)	Ph.D.	Others
Administrative	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Executive	—	2	—	—	—	—	—	—	15	5	14	—	—	—	—	—
Clerical	—	—	—	2	—	—	—	—	—	—	—	—	—	—	—	—
Typing	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Inspectorate	1	1	11	1	—	—	—	—	—	—	—	—	—	—	—	—
Messengerial	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Scientific Officer	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Experimental	1	13	4	13	173	87	1	110	—	—	6	—	—	—	2	1
Scientific Assistant	73	452	31	772	560	61	—	117	—	—	8	—	—	—	4	4
Professional	—	—	1	69	8	—	—	2	—	—	—	—	—	—	—	—
Technical	23	37	565	551	1,043	276	—	28	—	—	9	2	—	1	2	—
Ancillary Technical	11	14	323	86	56	6	—	1	—	—	—	—	—	—	—	26
GRAND TOTAL	109	520	935	1,494	1,848	435	1	273	5	14	23	3	1	1	8	33

## Key to qualifications:

A.C.W.A. Associate of Cost and Works Accounts;  
 A.I.B. Associate of the Institute of Builders;  
 A.I.S. Associate of Institution of Statisticians;  
 A.M.B. Associate Member of the Institute of Biology;  
 A.M.E.C. Associate Member of Institution of Civil Engineers;  
 A.M.E.E. Associate Member of Institution of Electrical Engineers;  
 A.M.E.R.A. Associate Member of the Institution of Electronic and Radio Engineers;

A.M.I.H.V.E. Associate Member of Institution of Heating & Ventilating Engineers;  
 A.M.I.M.E.C.H. Associate Member of Institution of Mechanical Engineers;  
 A.M.I.S.T.R.U.C.T. Associate Member of Institution of Structural Engineers;  
 A.M.L.A. Associate Member of the Library Association;  
 A.R.I.B.A. Associate Member of the Royal Institute of British Architects;



University post-graduate courses	Professional, Scientific and Technical Qualification																							Others	Total Number of Staff Attending	
	ACWA	AIQB and IOB	AIS	AMIB and MIB	AMICE	AMIEE	AMIERE and GIERE	AMTHE	AMI Mech. Eng.	AMI Struct. Eng.	AMLA	ARIBA and RIBA	ARICS	GRIC	GIEE	GIP and LIP	GI Mech. Eng.	IIP	IMLT	IMTA	LRIC	RICS	Afterthoughts			
11	49																		179						8	290
8																									5	34
2																									1	23
24																										15
2																									18	506
1																									13	2,115
48	37	8	10	12	4	12	47	12	32	15	3	24	71	32	35	10	1	42	10	179	5	8	111	309	36	6,800

ARICA Associate of the Royal Institution of Chartered Surveyors;  
 GRIC Graduate of the Royal Institute of Chemistry;  
 GIERE Graduate of Institution of Electrical Engineers;  
 GIP Graduate of the Institute of Physics;  
 GIMELING Graduate Institution of Mechanical Engineers;

IIP Institute of Incorporated Photographers;  
 IMLT Institute of Medical Laboratory Technology;  
 IMTA Institute of Motor Transport Association;  
 LRIC Licentiate of the Royal Institute of Chemistry;  
 RICS Royal Institution of Chartered Surveyors.

Table IV

NON-INDUSTRIAL CIVIL SERVICE (excluding the Post Office)

EXTERNAL COURSES IN OFFICIAL TIME:  
NOT LEADING TO RECOGNISED QUALIFICATIONS

Year ending 31st July 1967

Departments	Numbers attending							
	Type of Course							
	1	2	3	4	5	6	7	8
Agriculture, Fisheries & Food,								
Ministry of	—	2	2	—	—	—	—	199
British Museum	—	—	—	—	—	—	—	1
British Museum (Natural History)	—	—	—	—	—	—	—	—
Cabinet Office	—	—	—	—	—	—	—	—
Charity Commission	—	—	—	—	—	—	—	—
Civil Service Commission	—	—	—	—	—	—	—	—
Civil Service Pay Research Unit	—	—	—	—	—	—	—	—
County Courts	—	—	—	—	—	—	—	—
Crown Estate Office	—	—	—	—	—	—	—	—
Customs and Excise	—	—	—	—	—	—	—	2
Defence (Central), Ministry of	2	1	—	—	—	—	—	—
Defence (Air), Ministry of	1	1	1	—	1	—	—	16
Defence (Army), Ministry of	1	—	2	1	—	—	—	82
Defence (Navy), Ministry of	—	2	2	—	—	6	—	521
Economic Affairs, Department of (including National Board for Prices and Incomes)	1	—	—	—	—	—	—	—
Education and Science, Depart- ment of (including Victoria and Albert Museum, and Science Museum)	—	—	—	—	—	—	—	3
Exchequer and Audit	—	—	—	—	—	—	—	—
Export Credits Guarantee Depart- ment	—	—	1	—	—	—	—	2
Fine Arts Commission, Royal	—	—	—	—	—	—	—	—
Friendly Societies Registry	—	—	—	—	—	—	—	—
General Register Office	—	—	—	—	—	—	—	2
Government Actuary	—	—	—	—	—	—	—	—
Health, Ministry of	—	—	—	—	—	—	—	86
Health, Welsh Board of	—	—	—	—	—	—	—	—
Historical Manuscripts Commis- sion	—	—	—	—	—	—	—	—
Historical Monuments (England), R.C.	—	—	—	—	—	—	—	—
Home Office	—	—	1	—	—	—	—	47
Housing and Local Government, Ministry of (including Water Resources Board)	—	—	1	—	—	—	—	20
Imperial War Museum	—	—	—	—	—	—	—	—
Information, Central Office of (including Government Social Survey Department)	—	—	—	—	—	—	—	2
Inland Revenue	—	—	—	—	—	—	—	—
Labour, Ministry of	—	—	—	—	—	1	—	23
Land Commission	—	—	—	—	—	—	—	—
Land Registry	—	—	—	—	—	—	—	3
Law Officers' Department	—	—	—	—	—	—	—	—
London Museum	—	—	—	—	—	—	—	—
Mint, Royal	—	—	—	—	—	—	—	—
National Debt Office	—	—	—	—	—	—	—	—
National Economic Development Office	—	—	—	—	—	—	—	—
National Gallery	—	—	—	—	—	—	—	—
National Maritime Museum	—	—	—	—	—	—	—	—
National Parks Commission	—	—	—	—	—	—	—	—
National Portrait Gallery	—	—	—	—	—	—	—	—
National Savings Committee	—	—	—	—	—	—	—	—
Total c/f	5	6	10	1	1	7	—	1,009

\*Codes: 1 Imperial Defence College  
2 Joint Services Staff College3 Administrative Staff College, Esher  
4 London Business School5 Manchester Business School  
6 Ardingly Management College

Code*					Total Numbers attending	Method of Study Numbers attending		Trainee Days
9	10	11	12	13		Full-time	Other	
11	—	100	5	519	838	891	37	8,026
—	—	4	1	3	9	9	—	126
—	—	—	—	3	3	—	3	29
9	—	—	—	9	9	—	9	181
—	—	—	—	5	5	5	—	100
—	—	—	—	3	3	3	—	25
—	—	—	—	—	—	—	—	—
—	—	—	—	—	—	—	—	—
—	—	—	—	—	—	—	—	—
3	—	—	—	17	22	22	—	225
3	1	8	2	78	95	94	1	1,228
22	35	38	—	5	119	104	15	1,396
74	5	706	57	272	1,200	1,161	39	5,883
74	9	867	1	59	1,541	1,531	10	9,778
17	—	—	—	—	18	18	—	675
9	1	9	35	132	189	189	—	1,434
—	—	—	—	75	75	6	69	1,691
4	—	—	—	15	22	22	—	403
4	—	—	—	—	4	4	—	80
17	1	2	—	41	63	64	19	542
16	11	80	4	28	225	225	—	1,478
—	—	—	—	—	—	—	—	—
—	—	—	—	—	—	—	—	—
6	90	172	3	359	678	676	2	4,730
8	2	10	—	128	169	167	2	1,044
—	—	2	—	2	4	4	—	50
1	—	—	—	7	10	9	1	68
14	—	—	—	161	161	25	136	4,566
—	—	—	—	119	157	157	—	925
—	—	—	—	1	1	1	—	18
—	—	—	—	2	5	5	—	34
—	—	—	—	—	—	—	—	—
—	—	—	—	—	—	—	—	—
—	—	—	—	1	1	—	1	34
—	—	—	—	—	—	—	—	—
—	—	—	—	—	—	—	—	—
—	—	—	—	—	—	—	—	—
—	—	—	—	1	1	1	—	10
—	—	—	—	—	—	—	—	—
—	—	—	—	—	—	—	—	—
—	—	—	—	11	11	11	—	25
292	156	1,998	100	2,045	5,638	5,294	344	44,654

7 University Degree Courses  
8 Management, Supervision and  
Communications

9 Accounting, Statistics and Business Studies  
10 Economics and Social Sciences

11 Engineering, Technical and Scientific Studies  
12 Technology and Creative Arts  
13 Others

TABLE IV (CONTINUED)

Departments	Numbers attending							
	Type of Course							
	1	2	3	4	5	6	7	8
Total b/f	5	6	10	1	1	7	—	1,009
Office of the Parliamentary Commissioner for Administration	—	—	—	—	—	—	—	—
Ordinance Survey	—	—	—	—	—	—	—	—
Overseas Development, Ministry of (including Directorate of Overseas Survey and Tropical Products Institute)	1	—	1	—	—	—	—	1
Paymaster General's Office	—	—	—	—	—	—	—	—
Power, Ministry of	—	—	—	—	—	—	—	1
Principal Probate Registry (including District Probate Registries)	—	—	—	—	—	—	—	—
Privy Council Office	—	—	—	—	—	—	—	—
Public Building and Works, Ministry of (including Ancient Monuments (Scotland) R.C.)	—	1	4	—	1	—	—	43
Public Prosecutions Department	—	—	—	—	—	—	—	—
Public Record Office	—	—	—	—	—	—	—	—
Public Trustee Office	—	—	—	—	—	—	—	—
Public Works Loan Board	—	—	—	—	—	—	—	—
Social Security, Ministry of	—	—	—	—	1	—	—	1
Stationery Office	—	—	—	—	—	2	14	46
Supreme Court of Judicature (Lord Chancellor's Department)	—	—	—	—	—	—	—	—
Supreme Court (N.I.)	—	—	—	—	—	—	—	—
Tate Gallery	—	—	—	—	—	—	—	—
Technology, Ministry of	—	—	—	—	—	—	—	76
Trade, Board of (including Registrar of Restrictive Trading Agreements)	—	—	—	2	—	—	—	11
Transport, Ministry of	—	—	—	—	1	—	—	55
Treasury (including United Kingdom Treasury and Supply Delegation in the U.S.A. (excluding locally engaged staff), Office of the Parliamentary Counsel, Government Hospitality, Ministers without Portfolio, Office of the Lord Privy Seal, Civil Service Council for Further Education)	—	—	—	1	—	—	—	23
Treasury Solicitor	—	—	—	—	—	—	—	—
Wallace Collection	—	—	—	—	—	—	—	—
Welsh Office (including Ancient Monuments (Wales and Mon.) R.C.)	—	—	—	—	—	—	—	2
Scottish Departments	—	—	—	—	—	—	—	—
Accountant of Court	—	—	—	—	—	—	—	—
Agriculture and Fisheries, Department of (Scotland)	—	—	1	—	—	—	—	7
Court of Justiciary	—	—	—	—	—	—	—	—
Court of Session	—	—	—	—	—	—	—	—
Crown Office (including Procurator Fiscal)	—	—	—	—	—	—	—	—
General Register Office (Scotland)	—	—	—	—	—	—	—	—
Lord Advocate's Department	—	—	—	—	—	—	—	—
Total c/f	6	7	16	4	4	9	14	1,277

TABLE IV (CONTINUED)

Code					Total Numbers attending	Method of Study Numbers attending		Totals Days
9	10	11	12	13		Full-time	Other	
292	156	1,998	108	2,045	5,638	5,294	344	44,654
—	—	—	—	—	—	—	—	—
—	—	3	—	9	12	12	—	156
1	3	3	—	13	23	16	7	436
10	4	60	—	19	19	19	—	449
—	—	—	—	19	94	82	12	987
—	—	—	—	—	—	—	—	—
—	—	—	—	—	—	—	—	—
94	—	265	1	237	648	454	194	3,069
—	—	—	—	1	1	—	1	24
—	—	—	—	—	—	—	—	—
9	—	—	—	9	20	20	—	335
4	—	24	—	553	643	591	52	2,112
—	—	—	—	—	—	—	—	—
—	—	—	—	—	—	—	—	—
51	—	231	—	90	448	448	—	5,781
7	—	—	—	180	200	200	—	2,632
19	7	34	—	59	175	155	20	1,195
—	—	—	—	—	—	—	—	—
27	5	22	3	4	85	85	—	1,476
1	—	—	—	15	16	16	—	310
—	—	—	—	—	—	—	—	—
—	—	—	—	15	17	17	—	100
—	—	—	—	—	—	—	—	—
21	15	11	—	64	119	118	1	1,047
—	—	—	—	—	—	—	—	—
—	—	—	—	—	—	—	—	—
2	—	—	—	—	2	2	—	13
—	—	—	—	—	—	—	—	—
538	190	2,651	112	3,332	8,160	7,529	631	64,764

TABLE IV (CONTINUED)

Departments	Numbers attending							
	Type of Course							
	1	2	3	4	5	6	7	8
Total b/f	6	7	16	4	4	9	14	1,277
National Galleries (Scotland) (including National Museum of Antiquities of Scotland)	—	—	—	—	—	—	—	—
National Library (Scotland)	—	—	—	—	—	—	—	—
National Savings Committee for Scotland	—	—	—	—	—	—	—	—
Registers of Scotland	—	—	—	—	—	—	—	—
Scottish Development Department	—	—	—	—	—	—	—	8
Scottish Education Department	—	—	—	—	—	—	—	7
Scottish Home and Health Department (including Exchequer Office and Scottish Law Commission)	—	—	—	—	—	—	—	4
Scottish Land Court	—	—	—	—	—	—	—	—
Scottish Record Office	—	—	—	—	—	—	—	—
Sheriff Clerk Service	—	—	—	—	—	—	—	—
GRAND TOTAL	6	7	16	4	4	9	14	1,296

TABLE IV (CONTINUED)

Code					Total Numbers	Method of Study Numbers attending		Trainee Days
9	10	11	12	13		Full-time	Other	
538	190	2,651	112	3,332	8,160	7,329	631	64,764
—	—	—	—	—	—	—	—	—
—	—	—	—	—	—	—	—	—
—	—	—	—	—	—	—	—	—
1	17	17	9	63	9	—	9	217
5	11	—	—	3	115	115	—	525
—	—	—	—	—	26	26	—	218
7	26	2	1	42	82	82	—	598
—	—	—	—	—	—	—	—	—
—	—	—	—	—	—	—	—	—
—	—	—	—	—	—	—	—	—
551	244	2,670	122	3,449	8,392	7,732	640	66,332





		Type of Course																							Other Courses
		Languages						Science																	
		French	German	Italian	Russian	Spanish	Others	Law	Liberalism	Management	Mathematics	General Studies, etc.	Psychology	Physics	Chemistry	Biology	Flower	Others	General Studies	Statistics	Team Planning	Transport	Typing	Work Study and G. and M.	
100	44																								
28	2																								
9	9																								
5	5																								
78	1																								
103	103																								
40	40																								
20	20																								
34	34																								
28	28																								
34	34																								
12	12																								
9	9																								
38	38																								
228	228																								
39	39																								
40	40																								
5	5																								
25	25																								
20	20																								
852	852																								

TABLE Va (CONTINUED)

Departments	Number of Officers Attending	Engineering																French
		Accountancy and Business Studies	Building and Surveying	Computing and A.D.P.	Construction Studies	Electronics					English	Expert Practice	Geography	Government and Classification	History	Industrial Administration		
							Civil	Electrical	Mechanical	Others								
First 10/11	3,082	31	120	113	26	79	42	63	82	16	86	30	18	13	36	44		
Supreme Court (N.I.)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—		
Tire Gallery	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—		
Technology, Ministry of	64	—	—	—	—	—	—	—	—	—	10	1	—	—	—	—		
Town, Board of (including Registrar of Antiquities Trading Agreement)	328	20	7	46	13	32	—	6	—	—	—	—	—	—	—	—		
Transport, Ministry of	186	—	—	39	—	—	—	—	—	11	39	—	10	—	31	4		
Treasury (including United Kingdom Treasury and Supply Delegation in the U.S.A. (excluding locally assigned staff), Office of the Parliamentary Com- mission, Government Headquarters, Ministry without Portfolio, Office of the Lord Privy Seal, Civil Service Council (for Further Education)	175	—	—	—	—	149	—	—	—	—	2	—	2	—	2	—		
Treasury Solicitor	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—		
Welsh Collection	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—		
Welsh Office (including Ancient Monuments (Wales and Monks, R.C.)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—		
Scottish Departments	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—		
Accountant of Court	2	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—		
Agriculture and Fisheries, Department of	26	—	6	4	—	2	—	—	—	—	—	—	—	—	—	—		
Court of Judiciary	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—		
Court of Session	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—		
Crown Office (including Procurator Fiscal Service)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—		
General Register Office (Scotland)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—		
Lord Advocate's Department	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—		
National Galleries (including National Museum of Antiquities of Scotland)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—		
National Library (Scotland)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—		
National Savings Committee for Scotland	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—		
Registry of Scotland	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—		
Scottish Development Department	34	—	4	—	—	—	—	—	—	—	—	—	—	—	—	—		
Scottish Education Department	3	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—		
Scottish Home and Health Department (including Procurator Office, Scotland and Scottish Law Commission)	25	1	—	—	—	—	—	—	—	—	4	—	2	1	—	1		
Scottish Land Court	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—		
Scottish Record Office	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—		
Scottish Clerk Service	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—		
GRAND TOTAL	4,143	122	138	174	45	268	42	72	82	38	166	53	43	117	56	600		

\*RIPA London Lectures—179 students (all staff are recorded)

TABLE Va (CONTINUED)

[illegible]

Table Vb

NON-INDUSTRIAL CIVIL SERVICE (excluding the Post Office)

ADULT FURTHER EDUCATION:  
MAINLY IN OFFICER'S OWN TIME

(Breakdown by Classes)

Year ending 31st July 1967

Classes	Number of Officers Attending	Type of											
		Type of											
		Accountancy and Business Studies	Building and Surveying	Computing and A.D.P.	Continental Studies	Economics	Engineering	English	Export Practice	Geography	Government and Constitution	History	Industrial Administration
							Civil	Electrical	Mechanical	Others			
Administrative	33	—	—	—	—	17	—	—	—	—	—	—	—
Executive	1,342	70	280	60	14	164	—	—	—	16	—	—	137
Clerical	1,352	30	—	28	25	66	—	—	—	134	4	—	520
Typing	43	—	—	—	—	4	—	—	—	8	—	—	—
Inspectorate	9	—	—	—	—	1	—	—	—	—	—	—	—
Managerial	2	—	—	—	—	—	—	—	—	—	—	—	—
Scientific Officer	37	—	—	4	—	—	—	4	4	1	—	—	—
Experimental Officer	93	—	—	—	—	—	—	35	11	—	—	—	—
Scientific Assistant	78	—	—	—	—	1	—	8	1	—	—	—	2
Professional	255	1	12	37	—	12	33	2	6	—	—	—	—
Technical	560	1	37	34	—	2	9	27	59	17	—	—	1
Ancillary Technical, Miscellaneous etc.	379	—	9	7	—	1	—	2	1	—	—	—	—
GRAND TOTAL	4,183	102	338	174	45	268	42	72	82	28	161	12	660

[illegible]

Table VI

NON-INDUSTRIAL CIVIL SERVICE (excluding the Post Office)

## DAY RELEASE FOR STAFF UNDER 18

As at 31st July 1967

(Term ending 31st July)

HM Treasury Training and Education Division

Departments	(a) Number attending day release classes under CSCFE	(b) Number attending other day release classes	(c) Total Number of officers attending (a) plus (b)	(d) Total Number of Staff under 18 in post	(e) % (c) of (d)	Estimated Total number of trainee days in year	Is attendance up to 18 compulsory Yes No	Number continuing after age of 18
Agriculture, Fisheries and Food, Ministry of	277	21	298	317	94	6,704	— ✓	43
British Museum	3	4	7	12	59.5	629	— ✓	10
British Museum (Natural History)	—	—	—	—	—	—	— ✓	—
Cabinet Office	5	—	5	5	100	185	✓ —	—
Charity Commission	2	—	2	3	67	50	— ✓	—
Civil Service Commission	48	—	48	51	94	1,776	— ✓	—
Civil Service Pay Research Unit	—	—	—	—	—	—	— ✓	—
County Courts	96	—	96	130	73.8	3,532	— ✓	19
Crown Estate Office	2	—	2	2	100	74	— ✓	—
Customs and Excise	144	—	144	227	63.4	5,328	— ✓	29
Defence (Central), Ministry of	81	2	83	85	97	3,071	✓ —	6
Defence (Air), Ministry of	190	22	212	373	56.8	7,844	— ✓	15
Defence (Army), Ministry of	262	109	371	512	72.5	13,727	— ✓	85
Defence (Navy), Ministry of	226	31	257	434	60.6	9,509	— ✓	34
Economic Affairs, Department of (including National Board for Prices and Incomes)	7	—	7	9	77	333	— ✓	2
Education and Science, Depart- ment of (including Victoria & Albert Museum and Science Museum)	42	2	44	47	93.6	1,628	✓ —	18
Exchequer and Audit	6	—	6	6	100	122	✓ —	2
Export Credits Guarantee De- partment	29	—	29	32	91	761	✓ —	5
Fine Arts Commission, Royal	—	—	—	—	—	—	— ✓	—
Friendly Societies Registry	1	—	1	1	100	37	— ✓	—
General Register Office	54	—	54	91	60	1,998	— ✓	4
Government Actuary	—	—	—	—	—	—	— ✓	—
Health, Ministry of	27	—	27	48	56.3	999	— ✓	15
Health, Welsh Board of	5	—	5	5	100	160	✓ —	3
Historical Manuscripts Commis- sion	—	—	—	—	—	—	— —	—
Historical Monuments (England) R.C.	—	—	—	1	—	—	— ✓	—
Home Office	90	—	90	90	100	3,330	✓ —	9
Housing and Local Government, Ministry of (including Water Resources Board)	38	—	38	62*	61.2	2,091	— ✓	23
Imperial War Museum	—	—	—	—	—	—	— —	—
Information, Central Office of (including Government Social Survey Department)	7	—	7	14	50	175	— ✓	3
Inland Revenue	1,732	—	1,732	2,730	63.4	64,084	— ✓	529
Labour, Ministry of	303	16	319	486	65.6	11,803	— ✓	95
Land Commission	20	—	20	35	57.1	382	— ✓	3
Land Registry	103	—	103	172	59.8	3,811	— ✓	33
Law Officers' Department	—	—	—	—	—	—	— —	—
London Museum	—	—	—	—	—	—	— —	—
Mint, Royal	—	—	—	—	—	—	— —	—
National Debt Office	1	—	1	1	100	37	— ✓	—
National Economic Development Office	—	—	—	3	—	—	— —	—
National Gallery	—	—	—	—	—	—	— —	—
National Maritime Museum	—	—	—	—	—	—	— —	—
National Parks Commission	—	—	—	—	—	—	— —	—
National Portrait Gallery	—	—	—	—	—	—	— —	—
Total off	3,801	207	4,008	5,974	—	144,200	7 22	985

<i>Departments</i>	(a) <i>Number attending day release classes under CSCE</i>	(b) <i>Number attending other day release classes</i>	(c) <i>Total Number of officers attending (a) plus (b)</i>	(d) <i>Total Number of Staff under 18 in post</i>	(e) <i>% (c) of (d)</i>	<i>Estimated Total number of training days in year</i>	<i>Is attendance up to 18 compulsory</i> Yes No		<i>Number continuing after age of 18</i>
Total of	3,801	207	4,008	5,974	—	144,200	7	22	965
National Savings Committee	1	—	1	1	100	7	✓	—	—
Office of the Parliamentary Commissioner for Administration	2	—	2	3	67	24	✓	—	—
Ordnance Survey	131	—	131	131	100	4,847	—	✓	25
Overseas Development, Ministry of (including Directorate of Overseas Survey and Tropical Products Institute)	15	2	17	33	51.5	951	—	✓	261
Paymaster General's Office	25	—	25	36	69.4	925	—	✓	1
Power, Ministry of	18	4	22	40	55	814	—	✓	2
Principal Probate Registry (including District Probate Registries)	7	—	7	9	78	280	✓	—	1
Privy Council Office	—	—	—	—	—	—	—	—	—
Public Building and Works, Ministry of (including Ancient Monuments (Scotland) R.C.)	134	37	171	205	83	6,463	—	✓	64
Public Prosecutions Department	1	—	1	1	100	105	✓	—	2
Public Record Office	—	—	—	3	—	—	—	✓	—
Public Trustee Office	—	14	14	16	97	500	—	✓	—
Public Works Loan Board	4	—	4	4	100	54	—	✓	—
Public Security, Ministry of	1,907	—	1,907	2,493	77	70,559	—	✓	228
Stationary Office	57	—	57	80	71	2,109	—	✓	1
Supreme Court of Judicature (Lord Chancellor's Department)	12	—	12	14	85.7	464	✓	—	3
Supreme Court (N.I.)	—	—	—	—	—	—	—	—	—
Tate Gallery	—	—	—	—	—	—	—	—	—
Technology, Ministry of	226	116	342	412	83	12,654	—	✓	12
Trade, Board of (including Registrar of Restrictive Trading Agreements)	217	1	218	232	94.3	8,066	✓	—	—
Transport, Ministry of	95	—	95	198	48	3,515	—	✓	42
Treasury (including United Kingdom Treasury and Supply Delegation in the U.S.A. (excluding locally engaged staff), Office of the Parliamentary Counsel, Government Hospitality, Ministers without Portfolio, Office of the Lord Privy Seal, Civil Service Council for Further Education)	25	—	25	32	78	925	—	✓	14
Treasury Solicitor	—	—	—	—	—	—	—	✓	2
Wallace Collection	—	—	—	—	—	—	—	—	—
Welsh Office (including Ancient Monuments in Wales & Mon.)	9	—	9	10	90	333	—	✓	—
<i>Scottish Departments</i>	—	—	—	—	—	—	—	—	—
Accountant of Court	—	—	—	—	—	—	—	—	—
Agriculture & Fisheries, Department of	106	—	106	106	100	4,452	✓	—	12
Court of Justiciary	—	—	—	—	—	—	—	—	—
Court of Session	—	—	—	—	—	—	—	—	—
Crown Office (including Procurator Fiscal)	—	—	—	—	—	—	—	—	—
Total of	6,795	381	7,174	10,033	—	262,227	14	37	1,430

TABLE IV (CONTINUED)

<i>Departments</i>	(a) <i>Number attending day release classes under CSCFE</i>	(b) <i>Number attending other day release classes</i>	(c) <i>Total Number of officers attending (a) plus (b)</i>	(d) <i>Total Number of Staff under 18 in post</i>	(e) <i>% (c) of (d)</i>	<i>Estimated Total number of training days in year</i>	<i>Is attendance up to 18 compulsory</i> Yes No		<i>Number continuing after age of 18</i>
Total b/f	6,793	381	7,174	10,033	—	262,227	14	37	1,420
General Register Office (Scotland)	7	—	7	9	78	301	✓	—	—
Lord Advocate's Department	—	—	—	—	—	—	—	—	—
National Galleries (Scotland) (including National Museum of Antiquities, Scotland)	—	—	—	—	—	—	—	—	—
National Library (Scotland)	—	—	—	—	—	—	—	—	—
National Savings Committee for Scotland	—	—	—	—	—	—	—	—	—
Registers of Scotland	6	—	6	10	60	258	—	✓	—
Scottish Development Department	26	—	26	26	100	1,118	✓	—	—
Scottish Education Department	16	—	16	16	100	688	✓	—	1
Scottish Home and Health Department (including Exchequer Office, Scotland and Scottish Law Commission)	72	—	72	72	100	3,096	✓	—	2
Scottish Land Court	—	—	—	—	—	—	—	—	—
Scottish Record Office	—	—	—	1	—	—	—	✓	—
Sheriff Clerk Service	7	—	7	7	100	301	✓	—	—
GRAND TOTAL	6,927	381	7,308	10,174	71.9	267,989	19	39	1,423

\*This figure includes 14 officers who took up duty shortly before 31st July and not yet able to enrol for classes.

†This is the number of over 18's who continued to have day release during year ending 31st July, 1967.

‡Of these 15 will continue to have day release in 1967/68.

§Prior to merger of National Assistance Board and Ministry of Pensions and National Insurance, attendance by National Assistance Board staff up to 18 was required.





# Table VII

NON-INDUSTRIAL CIVIL SERVICE (excluding the Post Office)

## TRAINING STAFF DEPARTMENTAL TRAINING OFFICERS AND INSTRUCTORS

As at 31st July 1967

Departments	Total Training Staff	Departmental Training Officer							Auxiliary Staff							
		Grade						P.T.	P.N.	Grade					P.T.	P.N.
		Asst. Sec.	Principal	C.E.O.	S.E.O.	M.E.O.	E.O.			Others	C.E.O.	S.E.O.	M.E.O.	E.O.		
Agriculture, Fisheries & Food, Ministry of	19								1							
British Museum	1															
British Museum (Natural History)	1															
Cabinet Office	1															
Charity Commission	1															
Civil Service Commission	1															
Civil Service Pay Research Council	1															
County Councils	4															
Crown Estate Office	189		1													
Customs and Excise	6															
Defence (Central), Ministry of	137															
Defence (Air), Ministry of	207															
Defence (Army), Ministry of	78															
Defence (Naval), Ministry of																
Economic Affairs, Department of (including National Board for Prices and Incomes)	3								1						3	
Education and Science, Department of (including Victoria and Albert Museum and Science Museum)	12			1						1					2	4
Exchequer and Audit	1															
Export Credit Guarantee Department	1															
Fire Arms Commission, Royal	2															
Friendly Societies Registry	1															
General Register Office	1															
Government Archives	1															
Health, Ministry of	13														3	
Health, Welsh Board of	1															
Historical Manuscripts Commission	1															
Historical Manuscripts (England) R.C.	1															
Home Office	94			1											3	5
Housing and Local Government, Ministry of (including Water Resources Board)	16														2	4
Imperial War Museum	1															
Information, Central Office of (including Government Social Survey Department)	37														3	
Island Revenue	108															
Labour, Ministry of	134															
Land Commission	10															
Land Registry	76														15	
Law Officers' Department	1															
London Museum	1															
Mkt. Road	1															
National Debt Office	1															
National Economic Development Office	1															
National Gallery	1															
National Maritime Museum	1															
National Parks Commission	1															
National Portrait Gallery	1															
National Savings Committee	1															
Office of the Parliamentary Commissioner for Administration	1															
Ordnance Survey	39														3	6
Overseas Development, Ministry of (including Directorate of Overseas Survey and Tropical Products Institute)	16															
Paymaster General's Office	2															
Power, Ministry of	2															
Principal Probate Registry (including District Probate Registries)	10															
Privy Council Office	1															
Public Buildings and Works, Department of (including Ancient Monuments, Scotland)	99														7	28
Public Prosecutions Department	1															
Public Record Office	1															
Public Trustee Office	4															
Public Works Loan Board	1															
Social Security, Ministry of	280	1														
Stationery Office	9															
Total of	1,808	1	3	13	6	18	1	4	23	22	4	17	21	54	279	299

### NOTE

P.T. = Full Time

P.N. = Part Time

R. = Responsible to Departmental Training Officer

R.S. = Not Responsible to Departmental Training Officer

As some Departments employ instructors for relatively long periods, and are therefore shown separately.

These columns are a  
reclassification of the total  
of numbers shown in the  
columns headed Grade.



TABLE VII (CONTINUED)

Departments	Total Training Staff	Departmental Training Officer							Auxiliary Staff						
		Grade						P. T.	P. T.	Grade					
		Asst. Sec.	Principal	C.E.O.	S.E.O.	M.E.O.	E.O.			C.E.O.	S.E.O.	M.E.O.	E.O.	Others	P. T.
Total for	1,889	1	2	13	6	18	1	4	23	23	6	17	23	34	275
Supreme Court of Judicature (Lord Chancellor's Department)	2	—	—	—	—	1	—	—	—	1	—	—	—	1	—
Supreme Court (N.I.)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Tax Gallery	42	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Techniques, Ministry of	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Trade, Board of (including Register of Restrictive Trading Agreements)	107	—	—	1	—	—	—	—	—	—	—	—	—	—	—
Transport, Ministry of	23	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Treasury (including United Kingdom Treasury and Supply Delegation to the U.S.A. (including locally engaged staff), Office of the Parliamentary Counsel, Government Housekeeping, Ministers without Portfolio, Office of the Lord Privy Seal, Civil Service Council for Further Education)	19	—	—	1	—	—	—	—	—	—	—	—	—	—	—
Treasury Solicitor	1	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Wales Office	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Welsh Office (including Ancient Monuments (Wales and Mon.M.I. R.C.))	1	—	—	—	—	1	—	—	—	—	—	—	—	—	—
Welsh Department	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Worshipful Company of Clothworkers (Department of Scotland)	1	—	—	—	—	1	—	—	—	—	—	—	—	—	—
Worshipful Company of Goldsmiths (Department of Scotland)	6	—	—	—	1	—	—	—	—	—	—	—	—	—	—
Court of Justiciary	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Court of Session	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Crown Office (including Procurator Fiscal Service)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
General Register Office (Scotland)	1	—	—	—	—	1	—	—	—	—	—	—	—	—	—
Lord Advocate's Department	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
National Galleries (including National Museum of Antiquities of Scotland)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
National Library (Scotland)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
National Savings Committee for Scotland Regions of Scotland	4	—	—	—	1	—	—	—	—	1	1	—	—	—	—
Scottish Development Department	3	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Scottish Education Department	37	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Scottish Home and Health Department (including Exchequer Office, Scotland and Scottish Law Commission)	4	—	—	—	—	1	—	—	—	—	—	—	—	—	—
Scottish Land Court	3	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Scottish Record Office	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Sheriff Clerk Service	4	—	—	—	1	—	—	—	—	—	—	—	—	—	—
GRAND TOTAL	1,889	1	2	16	6	23	1	4	23	23	6	19	23	40	275

Principal Scientific Officer

(Does not include ex-Ministry of Aviation Staff who have attended C.D.I. Courses—records not available.)

SCSD

H.M. Departmental Welfare Officer.

(In addition to this number there is a C.E.O. who is Head of Scottish Office Training Unit.)

The same Departmental Training Instructions serve for relatively long periods, and are therefore shown separately.

TABLE VII (CONTINUED)

[illegible]

**Fig 1** *Treasury Training and Education Division,  
1-8 St Andrew's Place, Regent's Park, London NW1*



**Fig 2** *Closed-circuit television being used by Occupational Guidance Officers in the Ministry of Labour to learn the techniques of interviewing*



**Fig 5** *A Ministry of Transport vehicle examiner instructor explaining a rear axle braking system to a group of Testing Station Operatives*



**Fig 3** *(far left) Demonstration of a Cosor digital information display system providing immediate visual access to data stored in a central computer for both local and remote locations (Senior Officers' seminar on 'ADP—the next 10 years' at Peterhouse, Cambridge)*

**Fig 4** *(left) Teaching an Ordnance Survey trainee supervisor how to bring maps up-to-date from aerial photographs*

**Fig 6** *(right) Professor King explaining a model of an atom to Assistant Principals at a session on Methods and Concepts of Modern Science at the Royal Institution*





**Fig 7** *Informal discussions during the course for German administrators at the Treasury Centre for Administrative Studies*



**Fig 8** *Programmed Learning in a local office of the Ministry of Social Security*